

An Application to the Department of Community Affairs
for a
Program for Preparation
of the
Community Development Action Plan
for the
City of Middletown, Connecticut

June, 1968

Community Development Action Plan Agency
City of Middletown
Municipal Building
Middletown, Connecticut

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Program for Preparation of the Community Development Action Plan

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APPLICATION FOR STATE ASSISTANCE FOR A
COMMUNITY DEVELOPMENT ACTION PLAN

CDAP-1

Program for Preparation
of the
Community Development Action Plan
for
The City of Middletown, Connecticut

Department of Community Affairs

Program for the Preparation of
a Community Development Action Plan
and
Application
for
State Assistance for a
Community Development Action Plan

Section I

The City of Middletown, Connecticut, acting herein by Mayor Kenneth J. Dooley, hereby requests:

- A. Approval of this Program for the Preparation of a Community Development Action Plan and authorization to proceed with the undertaking of a Community Development Action Plan in accordance with Section 9 of Public Act No. 522, for submittal to the Commissioner of Community Affairs no later than twenty two months from date of approval of this application.
- B. A grant not to exceed \$103,500. for the cost of preparing a Community Development Action Plan in accordance with Section 25 (c) of Public Act No. 522, and applicable procedures of the Department of Community Affairs.
- C. Direct assistance or advisory aid from the Department of Community Affairs in the undertaking of the Community Development Action Plan.

SECTION II

In support of these requests, documentation as follows is herewith submitted:

- A. (1) Description of the physical, economic and human resource characteristics of the municipality; (2) description of the major known physical, economic, and human resource problems and needs of the municipality; (3) identification of the major potential or possible physical, economic, and human resource problems and needs of the municipality anticipated during the two-year period of undertaking the Community Development Action Plan; and (4) description of the existing resources in the municipality which can be utilized in meeting these problems and needs.
- B. Schedule of work to be undertaken to complete the Community Development Action Plan for submittal to the Commissioner of Community Affairs no later than twenty two months from date of approval of this application.
- C. Description of the means by which the municipality proposes to undertake the Community Development Action Plan.
- D. Evidence of Local Approvals.
- E. Estimates of costs.

This program for the Preparation of a Community Development Action Plan and Application for State Assistance is submitted by:

(Date)

Kenneth J. Dooley
Mayor
of
The City of Middletown, Connecticut

I _____, Town Clerk of the City of Middletown, hereby certify that the signing and filing of this Program for the Preparation of a Community Development Action Plan and Application for State Assistance was duly authorized at a duly warned meeting of the Common Council of the City of Middletown held on June _____ 1968.

Town Clerk

ANALYSIS OF MUNICIPAL FUNCTIONS AND COMPONENTS

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Program for Preparation
of the
COMMUNITY DEVELOPMENT ACTION PLAN
For
THE CITY OF MIDDLETOWN, CONNECTICUT

INTRODUCTION

Over three hundred fifty years ago, and under conditions markedly different from ours, Sir Francis Bacon grasped how human being living together need to understand the relationships between the physical, economic, social and administrative components of their environment. He observed:

"He that builds a fair house upon an ill seat, committeth himself to prison ... Neither is it ill air only that maketh an ill seat, but ill ways, ill markets, and ... ill neighbors ... want of water; want of wood, shade, and shelter; want of prospect; want of level grounds; want of places, at some near distance, for sports of hunting, hawking, and races; too near the sea, too remote; ... too far from great cities, which may hinder business; or too near them, which lurcheth all provisions, and maketh everything dear; ..."

By virtue of history, location and human resources, most of the Middletown community can look forward to a future of the good life surpassing that realized in the past. What the "good life" is will of course depend on individual perspective. The Commission on National Goals, a nonpartisan panel of leading citizens, appointed by the President of the United States a few years ago, called on 100 leading authorities to help delineate the aspects of "the good life" in the form of national objectives.

These qualities of life to be sought, as described by the Commission, are about as useful a working definition of the good life as can be found. They included:

- * Status of the individual - enhancing personal dignity, widening personal choice and maximizing personal capacity;
- * Individual equality - eliminating discrimination on the ground of race, sex or religion;
- * Democratic processes - building an informed, involved and alert citizenry and a high level of public administration;
- * Education - improving the quality of education for all age and income groups;
- * Economic growth - encouraging prudent but aggressive capital investment in the public sector and improving the skills of a capable and flexible workforce;
- * Technological change - increasing the effort in research and development of life enriching tools and techniques;
- * Living conditions - alleviation of decayed and discordant conditions in urban centers;
- * Health and welfare - improving the level and character of services for the needy, the handicapped or the sick;

In a recent study the Midwest Research Institute attempted, through the use of selected indicators, to rank the states in each of these goal areas. Results indicated that of all states, Connecticut provided the highest composite level of quality of life in the nation after California and Minnesota. Although there is an element of arbitrariness in the standards of measurement, there is no doubt that Connecticut would stand up well under any likely standard.

The challenge to the citizens of Middletown, is whether they have the commitment to seek a better life for themselves through such means as may be within their control or under their influence. If they have or can develop this commitment, their future, in the context of a State environment that is promising, will be secure and proud.

EDUCATION FUNCTION

Middletown has 9 public elementary schools, 2 kindergarten centers, 2 middle schools and 2 senior high schools. Total capacity is 6,017.

Several of the schools are too small to provide a satisfactory elementary program, and many classrooms are, in turn, too small to carry on a modern educational program.

Sites of the older schools are far below minimum standards in size. Play area is extremely limited and is particularly confining for the upper elementary grades.

Although provision has been made for libraries in the elementary schools, neither they nor those in the secondary schools meet acceptable standards.

Middletown is in the process of facing a critical need for new high school facilities. Middletown High School, constructed in 1894, is obsolete. Its inadequate facilities and site, together with its low capacity of 628 pupils, makes it impractical to redevelop into a satisfactory unit for a fully comprehensive high school. The same may be said for Woodrow Wilson High School, with a student capacity of 984. Although the site for the latter could be enlarged somewhat, this would encroach on badly needed outdoor play area and parking facilities. It would also mean a very heavy concentration of young people in junior and senior high school. A second school would thus be necessary even were the deficiencies at Woodrow Wilson corrected.

The Board of Education has therefore concluded that a new senior high school would provide economically for a more diversified educational program permitted by larger class sizes. This school is in planning.

About 23 per cent of Middletown's children attend non-public schools; about 1750 students attend three parochial elementary and two parochial high schools. The high schools are of modern design and construction and are in semi-rural locations.

In addition, Vinal Regional Vocational Technical School occupied in 1962 a new facility on a 30 acre site. This two million dollar facility serves about 400 students. It offers a combined secondary school program of trade training and general education designed to prepare youth to enter various skilled trades as advanced apprentices and to earn a high school diploma. Its Adult Evening Program provides supplementary instruction to develop performance skills, technical knowledge, related industrial information; safety and job judgment for persons already employed in trade and industrial pursuits. The School is part of the system administered by the Connecticut Department of Education.

Middlesex Community College opened in May, 1966. It is attended by 690 full and part time students. Classroom and laboratory facilities are provided at Woodrow Wilson High School. A small house, provided by the Middletown Board of Education, has provided administrative, book store, faculty office and student meeting space. As the needs of the office

grew, three rooms were added in the cellar (with all carpentry work done by students at Vinal Technical Institute). The college used, on occasion, the Wilson Middle School Auditorium and the Middle School Gymnasium for extra curricular activities and has used the State Armory for basketball activities as well as Wesleyan for conference activities. The lack of physical facilities has greatly hampered the operations of the college.

A site on land owned by Connecticut Valley Hospital has been earmarked for the College, but will not become available until the College's independence is established by the Connecticut Commission on Higher Education. It technically is now a branch of Manchester Community College.

Middletown is also the home of Wesleyan University, a private, independent liberal arts university offering a four year undergraduate program for men and a coeducational graduate program. Besides North and South College, which serve as administration buildings, there are 11 other buildings devoted to classroom and administrative use. There are four Laboratory buildings, and the first unit of the new Science Center has been completed; the second unit is under construction. The Van Vleck Observatory houses the refracting telescope and the Wesleyan Computer Laboratory. Other facilities include '92 Theater - Rich Hall, Memorial Chapel, the Religious Studies Center, Davison Art Center, the Center for Public Affairs, The Center for Advanced Studies, the Language Laboratory, five residence halls, college infirmary, a freshman dining hall, and athletic facilities with

a gymnasium, pool, field house, squash courts, athletic fields and tennis courts. The Olin Library contains around 600,000 volumes, and a number of smaller departmental libraries also exist. The University has announced plans to construct a hockey rink and a Creative Arts Center.

The University is sited on a ridge line about 130 feet higher than the Connecticut River and about 100 feet higher than Main Street. Its buildings and grounds are well designed and maintained and lend grace to this special precinct of the city. Despite its prominence, the University is physically isolated from the other centers of activity. Vehicular and pedestrian interconnections with other parts of the city are not satisfactory.

The birth rate in Middletown increased from 18.8 per thousand in 1950 to 25.8 in 1960, contrary to the general trend then. But resident birth rate has since fallen - (1965 - 21.25; 1966 - 19.28) in line with general trends. Median age in 1950 was 34.1; in 1960, 33.5. The median school years completed by persons 25 or older increased from 8.9 in 1950 to 9.7 in 1960. Census data indicates that median income jumped from \$2,978. to \$5,544 in the same period. These figures strongly suggest increased demand in the City for more and better educational opportunity.

It has been estimated that enrollments in the Middletown public school system will increase steadily but not explosively. The system now accepts tuition high school students from the adjoining towns of Haddam and Middlefield; but the Board of

Education, in an effort to reduce costs for a new high school, has indicated an intention not to plan facilities for these tuition students.

Teaching recruitment difficulties have been typical for a city the size of Middletown. School administration officials believe, significantly, that recruitment efforts are helped as much by upgrading the City's total environmental quality as by upgrading salaries.

A wide range of educational opportunity is therefore available in Middletown in relation to its population. The advent of the Community College now enables high school graduates to go on to two years of higher education with the intention either of transferring to other academic institutions or obtaining higher grade employment opportunities. It has entered, for example, into cooperative relationships with Middlesex Memorial Hospital in developing medical technology courses. Vinal Technical School offers a somewhat different avenue for those interested in vocational education. The relationships between all the institutions extends to sharing plant and cooperative programs for faculty. It is interesting to note, for example, that all faculty members of the Middletown Public School system gathered in the auditorium of Mercy High School (parochial) to hear talks by the City Development Administrator and the President of the Hill Development Corporation (a subsidiary of Wesleyan University) on the future development of the city. Xavier High School has indicated that it would offer the use of its facilities to the Community College if needed.

Wesleyan University, while admitting some students from the area, is not a direct educational resource for the area. Indirectly, however, it has through its assistance to the growing Middlesex Regional Community College, been instrumental in establishing this potentially significant resource. Wesleyan has established a starter library (in cooperation with American Education Publications) worth \$25,000., purchased and catalogued its books, permitted full faculty use of Olin Library and encouraged Wesleyan faculty members to teach at MRCC. It has also donated several thousands of dollars worth of biology and chemistry equipment, presented lecture series by senior faculty members for MRCC students and staff and offered use of Wesleyan facilities for meetings and special events. In this manner the human and financial resources of Wesleyan have had local educational impact.

Close relationships between the University and the local schools have had a long history. It has included: a joint agreement to admit qualified high school students to Wesleyan courses and counting them as high school honors courses; extensive use of Wesleyan's physical facilities; leadership in Citizens for Better Education - a nonpartisan group dedicated to improving the quality of the Middletown school system; curriculum consultation and even joint appointments with the local school system. Wesleyan's Master of Arts in Teaching Program cooperates with the local high schools in student teaching assignments, field work for M.A.T. students in guidance, coaching,

dramatics, tutoring and recently in the drawing up of an Elementary and Secondary Education Act grant (Title III). There is indication that the University's previous receptivity to proposals for cooperative efforts has been changing to the stance of actively promoting them.

Students at Wesleyan, contribute a human resource for social services in the area. The Wesleyan Volunteers are organized to provide student aides at the Connecticut Valley Hospital library, boy scout troop leaders, English and Italian instructors at Middletown High School, physical education coordinators with pre-kindergarten children, group leaders for fatherless boys, etc.

The Middlesex Memorial Hospital School of Nursing, now 60 years old, has graduated 1000 nurses, approximately 50 percent of the current nursing staff at the Hospital are graduates of the school. Since a major portion of the 100 students are not from Middletown, it is apparent that the existence of the school constitutes a significant magnet for immigration of greatly needed human resources.

Long Lane School, first known as the Connecticut Industrial School for Girls, was established in 1870 as a private institution for girls in need of protection, education and training. Middletown was chosen as the location of the school because of its central location in the State, as well as the fact that at a Middletown town meeting, \$10,000. was appropriated to buy forty six acres of land where the school presently

stands. Its attractively landscaped campus, now encompassing about 200 acres, compares favorably with the average boarding school. It includes nine student dormitories, a classroom building, administration building and a staff residence. Preliminary plans have been drawn for an interfaith chapel. The school continued to operate through private benevolence until 1921, when its property was transferred to the State and its name changed to Long Lane Farm. In 1943 the name was again changed (at the request of the student body) to Long Lane School, its emphasis by that time having changed to a treatment oriented educational institution.

The economic impact on the locality of educational institutions is manifest in a number of ways which require study.

In the case of Wesleyan University in particular, the University is an institutional consumer of goods and services on the local scene. Students, faculty and administrative staff follow consumption patterns greatly affecting the local economy. These primary economic effects may be equalled by secondary economic effects, like the establishment of the American Education Publications division of Xerox, which is itself expanding and generating primary effects of its own. The impact of the University on the local economic system in terms of the income stream alone is probably as great as that of a major industry employing as many persons as attend the University. The economic impact in all its facets of the University is now under study.

Although difficult to assess, according to the Advisory Commission in Intergovernmental Relations report on State - Local taxation and Industrial Location, variations in public service levels also have some industrial plant locational influence. There is evidence that the quality of education in particular is assuming increasing importance as a noncost factor in location decision making by out of state plants. This tends to create a "cycle of development" where investment in better educational opportunity tends to produce the economic resources to pay for the investment. There is, in fact, evidence that one concern has opted to remain and expand in Middletown because of evidence that additional commitments by the City to its future development through education and urban renewal were to be made.

The management of the educational resources of the city is fragmented within and between the private and public sectors. Educational expenditures in the public sector are fixed through State budgetary methods in the case of the Community College and Vinal Regional Technical School, although program management is responsive to local management decisions. The most pressing concern for the educational welfare of the locality is the establishment of independence for Middlesex Community College.

The promise of independence was held out by the 1965 General Assembly which provided an enabling appropriation of \$500,000. for the development of higher education facilities within the state system of higher education at least one half

of which was to be allocated to a facility in Middlesex County. Special Act 262 of the 1967 General Assembly provided that the "State Board of Trustees for Regional Community Colleges is authorized to establish a Regional Community College in Middlesex County as approved by the Commission for Higher Education to be part of the State system of Community Colleges." In November, 1966, the State Board had voted unanimously that the MCC should become independent by July, 1967. It has been the understanding that the Commission on Higher Education would act during the biennium to grant the College's independence as part of the State system of Community Colleges.

Independence would permit the college to function under a more coherent supervisory system, would release funds for site and facility development, create eligibility for federal aids. It will improve the image of the institution for its students and the community since it is recognized that the branch concept was adopted only as an interim solution.

The management of the public school system is the responsibility of the nine elected members of the Board of Education, although the school budget is approved under procedures applicable to other city departments. In practice the Board of Education budget, the largest component of the municipal budget, is not worked up with active participation by other municipal officials.

HOUSING FUNCTION

In 1964 the City undertook and completed the preparation of a Community Renewal Program which examined physical conditions throughout the entire city. The City was divided into 11 study districts, delineated on the basis of traditional neighborhood boundaries, major land use groupings, topographic differences, separating elements such as highways, etc. For each study district analyses were made of condition of structures, social indices, neighborhood facilities and general plan proposals for the area.

From this study emerged recommendations for a First Priority Action Area for renewal treatment. Renewal priorities were determined on the basis of many factors: physical deterioration of structures, citizen interest, environmental deficiencies, desire to achieve certain general plan objectives, need for new or expanded public facilities, social and relocation factors, availability of Federal financial assistance and favorable marketability prospects.

In the various outlying study districts the following percentages of sound (with all facilities) housing were indicated -- Westfield, 81%; Newfield, 87%; Staddle Hill, 92%; Long Hill, 95%; Farm Hill, 90%; Crystal Lake, 74%; Maromas, 89%; South Farms, 75%. The North End, one of the older areas of the city, is characterized by older rather closely spaced frame houses, with a relatively few new ones. Aside from the central business district the North End is probably the most intensely developed part of Middletown.

In this section the close intermixture of industrial and residential land use is the most serious environmental problem, although the district appears to be essentially in sound condition structurally.

The Central and Cultural Business Study Districts contain important commercial, residential, industrial and public uses, numerous churches, public and parochial schools and Wesleyan University. It is that part of the City which establishes the City's image and represents "Middletown" to its citizens as well as visitors. The District includes serious physical deficiencies and blight and serious environmental problems (incompatible land uses, traffic, parking, obsolete sewer systems). The CRP accordingly recommended this as the first priority action area.

Accordingly, an application for financial assistance was presented to the Federal Government for urban renewal. In October 1966, the Government approved a grant reservation of \$11,628,000 and a survey and planning advance of \$436,000. for a 125-acre project area.

This very large capital grant reservation, together with state financial assistance under the Community Development Act and federal recognition of non-cash grant in aid credit based on land acquisition by Wesleyan University, will enable the City to redevelop its central area over a period of years at little or no net cost to the City.

The social, economic and physical success of this project

is clearly the first priority in the City's community development program. It can in physical terms reinvigorate Main Street, which is the City's major retail center; permit a physical linkage between the Street and the Wesleyan University area; create a better visual linkage between the City and the Connecticut River (the major scenic asset of the area) and provide new housing for a full range of income groups convenient to all these assets. In addition, basically sound housing in the area will be rehabilitated and neighborhood stability enhanced by renewal action.

A vital component of this project is the provision, through public and private sources, of decent, safe and standard relocation housing within the financial means of displacees. This will require the addition of around 125 units to the approximately 400 now under management by the Middletown Housing Authority and the construction, under the FHA 221(d)(3) program, of about 75 units. The proper design and siting of such housing is of paramount concern, and a strong effort will be made to assure that high standards will be followed.

In December, 1967, a broadly based community leadership group formed the non-profit Greater Middletown Community Corporation to sponsor relocation housing under Section 221(d)(3) of the National Housing Act. The corporation has received a donation of around five acres of well-located land from St. John's Roman Catholic Church Corporation and has begun processing an application for mortgage insurance on 45 units from the Federal Housing Administration. Contributions of cash have been received from the

Chamber of Commerce, Holy Trinity and South Congregational Churches, the Greater Middletown Industrial Development Corporation, Hill Development Corporation and the Board of Realtors. The corporation has chosen an architect and will go on to sponsor housing within the urban renewal area when land becomes available..

As evidence of its desire to improve the quality of life in Middletown, particularly with respect to housing, Wesleyan University created, in late 1966, the Hill Development Corporation. The corporation was given control of the hundreds of acres of farm land purchased over the years by the University. The land is to be developed for residential purposes according to advanced concepts in planning and subdivision design and to be marketed over a period of years. The impact on the local housing market will therefore be considerable. In addition, the Corporation has announced its desire to construct transient housing in Middletown, a pressing need for many years. Further construction of in-town housing will be undertaken on urban renewal land.

As a concomitant to renewal action the City has focussed increasingly on code enforcement, has adopted a rent receivership ordinance and is considering the adoption of a housing code based on the model prepared by the predecessor to the Department of Community Affairs.

Since a great deal of the outlying land of the City is developable, one of the objectives of the City is to further

the planning and design of new housing that takes advantage of the latest advances in design and site development. These are, of course, intended to preserve scenic values, lower infrastructure costs, avoid monotony, and provide supportive amenities. Subdivision and zoning controls are being revised with this objective.

The CRP determined the high priority action area on the basis of family attitude and meetings with minority groups. The South End area of the renewal project in planning is the residence primarily of Negroes. It is felt by some residents that overcrowding in the area had resulted indirectly from a previous renewal project, when families moved before obtaining relocation assistance.

Representatives of the minority group residents of the project area met with the Middletown Redevelopment Agency during the preparation of the CRP and during planning of the renewal project. These representatives believe there is a great need for additional housing in the City available to Negroes and that a significant number of families living in the project area could afford to move to better housing if available.

With respect to public housing, the prevalent view was that it is needed but should be constructed in such a way as to avoid largeness and new homogeneous ethnic grouping.

Middletown has not remained immune from the tendency in other cities to find increasing numbers of families with

social problems applying for or residing in low rent public housing. The Middletown Housing Authority now operates 198 units of federally assisted low rent housing and around the same number of state aided moderate rental units. There are indications that the low rent units could greatly benefit from a concentration of social and rehabilitative services so as to enable residence in the project to be a constructive social experience. This would reinforce the public housing role of providing a halfway house experience for those who are upward bound.

The major challenge to the City presented by the renewal program is its ability to upgrade the quality of housing available to residents of the effected area, particularly through the sensitive location and design of public housing. A detailed analysis of relocation needs has been prepared by the planning consultant to the Redevelopment Agency.

In addition, the Housing Authority has a program reservation for 125 units of low rent housing for the elderly to be made available on a site provided by the Redevelopment Agency. It is intended that this will provide a community center for participation by senior citizens in all aspects of community life. The basic need here is to facilitate inter-action with people of the same interests rather than simple adjacency to activities.

The provision of new housing available to a wide range of family income levels, in view of the increasing number of jobs becoming available in Middletown, will have widespread econo-

mic effects.

In the renewal area itself, additional housing can provide reinforcement for retail trade. The renewal project in itself will generate local expenditures in excess of \$45 million over a period of years. These outlays in addition will have a multiplier effect: new jobs, new demands for land, housing and services. The creation of a new living, working and shopping environment in the central area of the City will enable it to compete more successfully with much larger cities nearby.

In this connection, the cooperation of Wesleyan University. In order for Middletown to enjoy the benefits of Section 112 of the Federal urban renewal laws, the City and the University must cooperate in the planning of the project. This will accrue possibly 2.5 million dollars to the benefit of the City in the undertaking of the project, obviating any net cost to the City.

It is also expected that the project will increase the annual tax yield to the City substantially, from within the project area and from business relocation to other vacant or under-utilized land elsewhere in the City.

Outside the renewal context, the development of well designed residential subdivisions will enhance the attractiveness of the City as a place for the location particularly of high value added industries, thus further augmenting the tax base. In both respects, the creation by Wesleyan University of Hill Development Corporation introduces into Middletown a

unique economic resource. The corporation which was organized in January 1967, has two major responsibilities: (1) to develop and manage tax-paying real estate and facilities needed in Middletown; (2) to be an active corporate citizen in supporting the efforts of the City and local government agencies and other private organizations to make Middletown a more attractive place in which to live and work. The increase in assessed valuations from Hill Development's projects will generate new tax revenues to help pay for municipal facilities and services. Wesleyan University is supplying the corporation with \$3 million in operating capital and land not required for educational purposes.

In recognition of the increasing pace of community development activity and potential, and the increasing complexity of community development work, the City created in June 1967, the post of Planning and Development Administrator to supervise municipal efforts in urban renewal, housing and industrial development.

The Development Administrator is technically responsible to the Mayor for these matters and has no operating responsibilities. His principal staff assistance is provided by the Director of Planning and the Director of Redevelopment. (The position of Director of Housing is currently vacant). He is also the principal liaison with other city departments concerned with projects within his purview and with private sector (including Wesleyan University) involvement in these areas.

In connection with urban renewal planning, an effort has been made to bring a number of persons with professional responsibilities into frequent contact in the preliminary stages of the planning so that public and private decision making will be based on the latest thinking of planning, market and design consultants to the Redevelopment Agency. This has brought to the fore the teamwork administratively necessary to lubricate the channels of communication among those with day to day responsibilities for community development decisions: the City, Wesleyan University, the Chamber of Commerce, the Midstate Regional Planning Agency, the Plan Commission, and, more recently, the Housing Authority.

HEALTH

Middletown is a center for the diagnosis and treatment of mental health problems for a large area of the State.

Under the impetus of the Community Mental Health Centers Act (P.L. 88-164), and the Connecticut Mental Health Planning Project, the Connecticut Valley Mental Health Association (CVMHA) established in 1964 a Regional Planning Council for Comprehensive Mental Health Services in the Middlesex area. The Area Council was established to include representatives from all towns in the Middlesex region, including Middletown, and lay and professional representatives of all interested groups.

CVMHA continues to fulfill the role of long range planning for needed mental health facilities. The Area Council was created to serve needs in accordance with the State Mental Health Planning Project and to unify efforts for mental health concern in 15 towns of the area. The idea for the Council also was generated by planning begun in 1962, for an out-patient psychiatric clinic serving both children and adults which Middlesex Memorial Hospital agreed to house and administer. The clinic is financed (approximately \$50,000.) by a 2/3 grant from the State Department of Mental Health and the balance from local tax and voluntary funds. The Area Council devised the plan for continuing financial support and growth of the clinic.

The Community Psychiatric Out-Patient Clinic offers consultative, diagnostic and treatment services. Diagnostic sources

provide extensive examination of emotionally disturbed persons and screening of patients for treatment programs. These services are available to all members of the community. Adults whose incomes indicate they can afford treatment will be given professional referral. All children are treated regardless of family income, with fees based on a sliding scale of ability to pay. Various kinds of group treatment programs are provided for adults, children and families as needed. The clinic is also pursuing a program of providing earlier and more complete diagnostic services for mentally retarded children.

In a correlative history of development, the State's Connecticut Valley Hospital has taken on a greater community orientation. CVH is a 2000 bed state mental health facility serving towns in the central portion of the State. The hospital is approved for three years of psychiatric residency training for physicians, pre and post doctoral psychology internship, occupational therapy internship and psychiatric rotations for student nurses from Middlesex Memorial Hospital.

CVH was founded 100 years ago when prevailing practice determined that the mentally ill should be rusticated in large custodial asylums isolated in rural settings away from the patient's home. This custodial form of treatment put patients out of sight, and, to a large extent, out of mind. As if to emphasize and secure the sense of isolation, CVH was designed as a "total" institution, with its own power plant (operative during the East Coast blackout of 1966), its own shops and fire department.

In recent years, the hospital administration has spurred the internal decentralization of the facility and a greater orientation to the communities it serves. (It is interesting to note that when the Middletown clinic maintained by the CVH was transferred physically from a location in the District Nurses Headquarters in Middletown to the hospital grounds, the need for a community clinic seemed to become more apparent and more acutely felt.) The development in the 1950's of drugs which energized the dull or depressed patient, or tranquilized the agitated, permitted patients to respond to therapy and face the prospect of being released to their home and community life.

Internally the hospital has developed organizational units based on the premise that the patient's chance for rehabilitation in the context of his home and familiar surroundings is better than in the context of the hospital alone. It has for that purpose developed not only core teams for certain therapeutic techniques but also teams of professionals for the geographical sub-areas of its service area.

In view of the Mental Health Act and the impetus to convert formerly custodial institutions into Mental Health Centers for urban areas, there is a natural consideration of how CVH can develop into such a center for Middletown and environs. CVH has opened its own clinic in New Haven, has merged with a clinic in Waterbury and intends to do the same in New Britain. It hopes to develop teams for emergency services and mobile teams to obviate the need, if possible, for patient admission. Some indication of the changing nature of the CVH workload is found in

the drop recently in in-patient admissions from 2700 to 1700 and the rise in out-patient treatment from 500 to 2000.

It is believed that community care takes less treatment time than in public mental institutions because treatment usually begins earlier in the illness (and is thus more effective), is more intensive, avoids the trauma of family separation and the stigma of commitment.

CVH operates an out-patient clinic for the Middletown area which attends to direct community referrals as well as the follow-up and discharge of patients. The hospital also participated in a cook's training program in cooperation with the Vinal Regional Technical School.

A major innovative CVH program of importance to the Middletown Community began in September 1967, when CVH sponsored a Suicide Prevention Institute, bringing together 125 people from the area to discuss community needs for an emergency psychiatric service. This might include a 24-hour telephone consultation program. Attending the institute were educators, clergy, mental health workers, police representatives and businessmen. A task force of community representatives has been set up to develop further plans for the emergency service. Several Wesleyan University students showed an interest in participating in the program. CVH will assume responsibility for developing the program and training mental health workers to operate as a psychiatric emergency team.

The infrastructure of supportive mental health services in Middletown are provided by voluntary health agencies, various

church related welfare and counseling services. A visiting Nurses Association, a Family Service Association, the courts and public welfare and employment offices. In addition, the school system employs school social service workers. There are eight convalescent homes.

Middlesex Memorial Hospital currently provides 254 beds. A three million dollar expansion program was completed in 1963 and an eight million dollar expansion program is now underway. The hospital has approved schools of nursing, medical technology, X-ray technicians, licensed practical nursing, plus an intern medical education program. The staff includes approximately 100 physicians and surgeons, 25 dentists and maintains clinics for speech, tumor, cardiac and prenatal patients, plus rehabilitation service in physical and occupational therapy and a EEG clinic. The hospital also operates a Poison Control Center.

The Hospital Administrator, noting the nursing home or extended care phase of Medicare, has pointed up the need for the development of a first class, coordinated health-care system for Middletown and Middlesex County. "For too long", he observed, "hospitals and nursing and convalescent homes have been on the opposite side of the health-care fence." The continuity of care for senior citizens in the area depends on a cooperative program linking these institutions.

By virtue of its function, its long range development program, the broad spectrum of its involvement, its visibility in the community, and the resources on which it can call,

Middlesex Memorial Hospital is a logical and powerful focus for health planning in the community. The CDAP process contemplates capitalizing on the Hospital's desire to act in this capacity by concentrating a great deal of the CDAP attention to health care planning by cooperative arrangements between the CDAP Agency and the Hospital. This will involve, in the first instance, an inventory of the health care facilities and functions in Middletown and their service areas.

The success of the hospital's expansion plans in some measure is dependent on the urban renewal project now in planning, through which land for hospital expansion will be made available.

The Middletown Health Department, under the supervision of the Board of Health, is responsible for the maintenance of public health. The authorized professional staff consists of the Director of Health, three sanitarians and a school nurse.

The Director of Health supervises programs involving the vital statistic registration, public health laboratory, well-child clinic for medically indigent families, school health services, environmental sanitation, air pollution control, mosquito control, etc. The Department, for example, samples air for a period during each quarter of the year to determine the levels of suspended total particulate matter, benzene soluble particulate matter, and sulfur dioxide from two stations in the city. An air pollution control ordinance is in the process of being drawn up.

The Department is also engaged in a research project to determine whether polio immunization with oral vaccine gives life long protection. The project, conducted in cooperation with the Yale Medical School and the Middletown Board of Education, involves taking blood samples from about 150 youngsters who received the vaccine after sampling seven years ago. The youngsters will thus have undergone two post vaccine blood samplings in seven years to see what changes, if any, have occurred in the amount of polio antibodies in the blood stream during that period.

There is some indication that the three organizations in Middletown which carry on some public health nursing service, viz: The District Nurse Association, the Board of Education and the Board of Health operate in a fragmented way. In addition, there appears to be a need for more space in which patient examination, particularly venereal disease cases, can be carried on in suitable privacy.

There are about 53 physicians and 26 dentists with local offices in Middletown. By and large these offices are at scattered locations distant from clinical and laboratory facilities, many of them in structures suffering from obsolescence, parking deficits and other environmental problems. The creation of a medical practice center, convenient to the Middlesex Memorial Hospital, has been a long felt need in order to attract additional medical personnel to the community.

Community leaders have also explored the benefits accruing from the possible establishment of a regional center for the

diagnosis and treatment of the mentally retarded under State auspices. Such a center would play an active role in the community by providing new services but also relying to the greatest extent possible on the services and facilities already in Middletown, such as, stores, doctors, barbers and others used by the general population. The State has provided \$1 million for the initial building program, and the center will eventually have 250 beds and provide direct employment for 200 persons. Sites for the center in Meriden are also under consideration.

RECREATION FUNCTION

There are about 300 acres of public land available for recreation in the City. This figure includes existing parks, playgrounds and public school open spaces.

On the basis of accepted minimum standards of one acre of park and recreation land for each 100 persons, the City will require 650 acres to serve a projected population of 65,000 persons in 1990-2000. This minimum standard is affected by factors such as distribution, character of land, neighboring state facilities, etc.

There is a deficiency in nearly all outdoor facilities. There is only one swimming pool (although the swimming area at Wadsworth State Park is also available to City residents). Softball diamonds, baseball diamonds, field game areas, tennis courts and picnic areas are just being created in numbers sufficient to meet minimum standards at the level of today's population. In 1964 the Common Council appropriated \$500,000 to add to and revamp existing recreational facilities. In that same year, the Urban Land Institute surveyed the City to determine into needs for orderly economic growth. Among the top priorities listed in the Institute's report was the establishment of a municipal golf course as a means of inducing economic development.

Accordingly, by action of the 1967 General Assembly, the Trustees of Connecticut Valley Hospital were authorized to lease to the City about 150 acres of CVH land for a municipal golf course.

Negotiations with the trustees are now underway. (CVII land was originally donated, one hundred years ago, to the State by the City.)

Indoor facilities are generally in better supply with gymnasias, auditoriums and meeting rooms available by arrangement with the Board of Education.

In addition, the Northern Middlesex YMCA is endowed with a physical plant far superior to that of many cities much larger than Middletown. The Y also maintains a well run, popular, day camp facility which plans to expand in program and physical plant. "Scholarships" to this camp are provided by a service club for disadvantaged children. The Boy Scouts also have an overnight camp supported on a country wide basis.

In recent years the City has invested in two major city wide facilities: (1) Crystal Lake Park, a 32 acre park with lake and sand beach and, ultimately, a par three golf course; (2) Veterans Park and Palmer Field, a city wide park and lighted spectator sport area seating 4100 (ultimately 10,000) equipped for football, soccer and baseball. Adjacent parking handles 1500 cars.

Although the City has an extensive shoreline along the Connecticut River, no significant access to the River, other than one State boat launch area, is provided. The potential for the creation of a marina within the central core urban renewal area is being studied. If feasible this would introduce recreational uses within the downtown area. A previous study recommended the creation of a riverfront park and marina

of 5-1/2 acres across Acheson Drive from the downtown area. This would require dredging land, installing floating piers with slips to accommodate about 50 boats, and converting the old Middletown Yacht Club into a modern yacht club facility. The location, however, is separated from the city by Acheson Drive.

An existing indoor roller skating rink on Main Street, one of the few remaining in the State, is used extensively as part of the City's recreation program. The future of the rink is in doubt because of the desire of the owners of the building to sell it.

The National Guard Armory is used for teenage dances periodically, although among teenagers the complaint is common that there is "nothing to do". (There is no recreation center facility specifically geared to teenage activities other than the YMCA.)

The Nature Conservancy, a national nonprofit organization, has recently acquired 160 acres of forest land to preserve it as an educational resource and interpretive center for the City and the region. The land, located in the Maromas area, may have a passive recreation potential.

Middletown is located at the apex of a "green triangle", (New Haven and New London are the other points) of sparsely settled land in the State. Summer outdoor facilities along the River and on the Sound are within easy driving distance.

The State has expressed an interest in creating a scenic

railway along the lower Connecticut Valley, utilizing rights of way of an old Maromas-Old Saybrook line. The line continues to Middletown's core area and eventually could be the commencement of such an excursion service, tied into the renewal area. This would be the focus of recreation for the entire State and beyond.

Indoor winter sports facilities (hockey and skating) planned by Wesleyan University will to some extent be available to Middletown residents.

It is apparent that most municipal programs are commonly devised for adolescents and pre-adolescents on the ground, presumably, that others can fend for themselves.

In recognition that more was needed for senior citizens, the City recently opened a Drop In Center in well located space donated by a church on Main Street. The Center is operated by the Recreation Department with advice from the Mayor's Commission on Senior Affairs.

The City Recreation Department conducts a wide range of seasonal and all year activities. A list of them would not reveal the degree of success generated in terms of enthusiasm and vitality. The Department sponsors and assists in organizing little league baseball (age 9 - 12), the Ahern-Whalen League (ages 13 - 15) and the American Legion League (age 16 - 19). The 1968 American Legion Regional Baseball Tournament will be held in Middletown in recognition of the support here

for the activity. The City also sponsors thirty teams of 400 players in slow pitch softball.

This season midget football (boys 10-13) has also been organized. A Sunday morning touch football league and eight basketball teams for adults are functioning. Roller skating (one of the few such programs in the State), ice skating, bowling, rugby, soccer, tennis, volleyball, poetry, and Valentine contests, arts and crafts classes, an annual cross country run, swimming instruction, an extensive Halloween party (greatly aided by students at Wesleyan and attracting 5000 youngsters this year) baseball umpiring classes, are examples of the variety of programs undertaken. A fishing area for children in Butternut Hollow has been utilized on an organized basis. Band music at Veterans Memorial Park an extensive use of school playgrounds contribute to the summer program.

Consequently, preliminary analysis indicates a strong, wholesome and well rounded program for young people, and more recently for older people, is maintained under municipal auspices.

In further recognition that children from low income families were unlikely to be driven to the new Crystal Lake Swimming facility in an outlying location, the City instituted a program of bussing children from collection points throughout the City. Attendance at this facility totaled around 13,500 its first summer.

Residents in the South End of the City have expressed an interest in developing a neighborhood recreation center. They

conceive of this as a youth oriented recreation, social and hobby skill center principally serving teenagers but ultimately becoming available to adults as well. The desire for this kind of self created facility may represent more than simply a need for "recreation".

The Northern Middlesex YMCA provides recreation facilities for young women and girls as well as young men and boys. Its 75 acre day camp also includes a family swim club and a pack camp (overnight) program. In cooperation with Community Action for Greater Middletown, the Antipoverty Agency, 40 nonwhite youths are given scholarships to participate in the Y programs "across the board" for ten week periods and six low income youths are trained as counselors in the day camp operation. The YMCA is increasingly turning its attention to character education and personality development and is one of eight Y's selected in the New England area for developing special character building programs for high school students.

As a regional rather than purely city wide operation, the Y attracts about 25% of its membership from outside Middletown.

With families investing increasingly in play equipment (including portable swimming pools) for use in yards, and the increase in summer vacation trips taken by families, the objective of the City's park and recreation program require continuous re-evaluation. In particular, more recreation activities geared to girls rather than boys may need strengthening.

The City's Park and Recreation program is financed by

annual appropriations. The Park Department maintains the physical plant and the Recreation Department is responsible for organizing activities.

Of special interest, and special benefit, to Middletown is the Rockfall Corporation and its program of establishing parks and forest land for public use and enjoyment. The corporation, founded in 1935 under the Will of The late Colonel Clarence S. Wadsworth, restored the deKoven House as a community center occupied without financial obligation by numerous social service agencies, maintains a number of conservation projects in the area (Ravine Park, Forest Grove) and deeded Wadsworth Falls Park to the State. In 1967, to honor the 25th anniversary of deKoven House, the corporation announced the donation of \$25,000 to the Middletown urban renewal program to create a public open space within the downtown area.

ECONOMIC DEVELOPMENT FUNCTION

Middletown is just on the threshold of large scale economic development resulting from promised municipal investment in land, roads, utilities and promotional efforts.

Within the boundaries of the City, the State of Connecticut is the largest single land owner (1,700 acres) of which the Connecticut Valley Hospital (1,165 acres) bulks largest. The hospital is a major employer but occupies a physical location which, despite its visibility, is isolated from the community. Much of CVH land is unoccupied.

Pratt and Whitney Aircraft division of United Aircraft Corporation owns about 1,015 acres formerly occupied by the U. S. Connecticut Advanced Nuclear Energy Laboratory. PWA's site is for the most part rugged and unoccupied. The company is now involved in a \$13.7 million dollar expansion and may be employing 5000 persons here within a few years.

The City owns about 250 acres being held for industrial use in the Fall Brook area along Interstate Route 91. An additional 465 acres are owned by Hartford Electric Light Company and occupied in part by a major electric generating plant.

A total of over 780 remaining acres may be classified as industrial but only 160 acres are intensively used.

Wesleyan University's principal campus area takes in approximately 110 acres, although the University has embarked

on an active program of campus expansion. (The University holdings of about 200 acres of outlying vacant land have been transferred to Hill Development Corporation.)

American Education Publications division of Xerox Corporation has announced plans for the construction of a plant employing over 200 persons. The building is expected to provide an attractive addition to the physical setting of a beautiful, predominantly residential area.

By contrast, the center of the city contains a number of old industrial plants, many of which are hampered by lack of space and obsolete structures. To be competitive these establishments (many of whom will be displaced by urban renewal and highway construction) will seek larger sites and modern structures in outlying locations. Already, Wilcox Crittenden division of North and Judd has purchased 150 acres in the I-91 area in contemplation of displacement in Middletown and New Britain.

Industrial development in the Laurel Brook area, recommended to the City as a priority area by the Urban Land Institute, has begun with the expansion of Raymond Engineering, a local firm, in that location. Small firms have also located in the Newfield area.

Commercial uses are confined to 300 acres, less than one per cent of the total land area. Although the most important segment of Middletown's commercial activity will continue to be located in the central business district, outer Washington

Street and the South Main Street area are experiencing commercial development pressures.

There is evidence that Middletown's position as a retail trade center has been slipping. It has not retained its former high rate of sales per capita in relation to State and regional averages. On the other hand, the volume of retail and service business is very important in the economic base as shown by the amount of employment in that sector. The City is faced with the competition of outside shopping centers which are being established at strategic points where traffic conditions are favorable. In particular, the present central business district suffers from many obsolescent structures, traffic congestion and deficiency of parking. However, Middletown has the advantage of being a long-established commercial center for an area which is now growing rapidly.

From a physical standpoint, in summary, the City is well endowed with good undeveloped land (equivalent to the entire area of the City of New Britain), and the pace of industrial development has begun to pick up despite the general shortage of labor. Large institutional employers have a great economic impact made manifest because of the relative smallness of the city. The availability of land, and proposed state highway construction and increased mobility of the labor force in Connecticut, make Middletown competitive from a physical standpoint with other communities.

During 1966 the greater Middletown area led the State by substantial margins in the rate of its growth in both manufacturing and total non-agricultural employment. These increases, 21.60% in manufacturing and 16.20% in total non-agricultural employment, clearly indicate that greater Middletown is developing a dynamic and well balanced economy.

Manufacturing employment in greater Middletown stands at an all-time high of 12,890, up 2,290, with the total non-agricultural employment up 2,020 to an all-time high of 18,030.

The United States Department of Commerce estimates that for each 100 new industrial jobs: employment is created for 174 workers, \$360,000. in retail sales is generated annually, 152 more households are established, 107 more passenger cars are sold, \$710,000. more in personal income is generated, 3 more retail outlets are established and \$229,000. in bank deposits are created.

September, 1967 unemployment compensation figures indicate about 1,400 unemployed persons in the Middletown area, or 3.6% of the total labor force. This ratio has tended to stay at the median rates for state labor market areas over the past year.

Local industries find that wage scales are being dictated by high wage employment centers previously considered too distant to be competitive in the labor market. The shortage of labor has tended therefore to result in the converging of salary scales throughout central Connecticut.

In Middletown, unlike other towns in the Region, recent figures indicate a reversal of net out-commuting to net in-commuting. This is likely due to the growth of local service rather than manufacturing employment. Nonetheless, there are strong commuting patterns which raise a serious question as to whether the boundaries of the City can constitute a useful framework for labor force analysis. For example, recent figures indicate that 1,200 persons daily leave Middletown to work at Pratt and Whitney plants outside the city notwithstanding the establishment of a major PWA plant here. Some transfers to the local plant may be expected. But net figures do not reflect that over 25% of Middletown's employed residents commute to jobs outside Middlesex County.

A number of jobs in Middletown will increase with industrial development. The number of Middletown residents filling them will depend to some extent on the degree to which the city becomes an attractive place to live for in-commuters who may tire of long highway commutation to work.

Consequently, the creation of new jobs within the City will not necessarily produce employment for residents, and new residents may not move here to be closer to jobs than before unless the City provides competitive attractions for residential living.

This component of economic development accordingly requires analysis at least within a regional context and its relationship to Housing and Education is a strong one.

The City has a net grand list (1967) of around \$171,000,000., an increase of about 4% over 1966. An additional \$10 million increase in the grand list from Pratt and Whitney Aircraft alone is expected before 1969, and other industrial development on a smaller but still significant scale is expected.

Part of the difficulty of making industrial land available has been the cost of installing utilities to outlying sites. The issue has revolved around the question of whether utilities should precede industry or vice versa. The City is overcoming its former hesitation to appropriate large sums of money for public facilities until it received firm commitments. In some areas initial private commitments have been made which have induced public decisions to invest in enough "infra-structure" to support nearby development.

The benefits of PWA expansion may be reasonably "earmarked" in part to finance utility costs to further economic development as a "reinvestment" strategy.

The displacement through urban renewal of centrally located plants on inadequate sites may generate a ready demand for land. The overall renewal program would then be taking two directions, renewal of inner city areas and provision of outlying sites for industrial relocation.

The extent of the public investment necessary to support new industrial uses, and the priorities as to timing and location of investment, require close analysis. At the present time the city has land resources for relatively small plants in two areas

(Laurel Brook and Newfield) and one for larger plants (I-91). They are currently all generating demand for public investment in response to private industrial commitments.

Responsibilities within the City government for promoting economic development reside in the office of the Planning and Development Administrator, who reports to the Mayor. The Development Administrator relies principally on the Director of Planning and personnel within the Department of Public Works for continuity and "follow through" on public commitments regarding utilities, zoning, site review, traffic control, access roads, etc.

The Middletown Industrial Development Council, a group of private business men, seeks to assist locally established industries experiencing growth or plant obsolescence as well as to attract new industries. It has close links with the Chamber of Commerce and with the City Government. Some of the cost of promotional activities, and perhaps some speculative investment in land and plant capacity for "incubating industries" could be provided by MIDC.

A meaningful industrial development program must ultimately be initiated, with the creation of an economic development commission appropriately staffed and funded. In the context of the regional economy, Middletown's strength is its ability to finance the supporting utilities and roads; towns

bordering it in some instances, however, have land which is located conveniently to Middletown's water and, eventually, sewer lines. Regional economic development efforts will be explored to see whether a regionalization of the industrial tax base could not be accomplished in this manner.

CULTURAL FUNCTION

The environment for the visual and performing arts of Middletown, in its physical form, tends to center on Wesleyan University. Both the University and the City, however, have very limited facilities for these functions. It is the policy of the University, however, to make its facilities available for noncommercial use to local community groups.

Recent improvements to the physical inventory have come with the construction of Mercy High School, which contains a well designed, comfortable, acoustically satisfactory auditorium seating 850 persons, with adequate parking. The auditorium is available as a site for the performing arts catering to a community audience.

The Wilson Middle School auditorium is the best available facility for the performing arts within the public school system. The auditorium seats only about 300 but is poorly ventilated and acoustically less than satisfactory. Parking is limited.

The construction of a proposed new high school serving the entire city will provide an auditorium adequate to hold musical and dramatic performances of interest to the entire City.

In addition, Wesleyan University has announced plans to construct a Creative Arts Center, including a 500 seat recital

hall, a 500 seat theater and a 200 seat experimental theater. Although this facility is to be used primarily for instructional purposes, there is no doubt that some community use will be possible. One component of the Center will be the existing Davison Art Center, the former Alsop family home (1838) which houses the University art collection.

The former Middlesex Theater, located on Main Street in the midst of the renewal area, contains an auditorium seating about 1200 and a fully equipped legitimate stage. The structure was completed in 1891 and was rebuilt following an interior fire three years later. It has not been used for about 15 years and is now owned by the State of Connecticut. Interest in reopening the building has been increasing, and an application for Federal funds, within the urban renewal planning budget, has been approved to study the feasibility of reopening the structure. Such a facility could, because of its location, better serve persons who do not have easy access to public or private transportation to reach an auditorium at an outlying location.

The gymnasium of the Vinál Regional Technical School has recently been used for an art exhibition. The use of this facility for such purposes, with limitations as to time, location and security, reflects the lack of adequate accommodations.

The Russell Library, operating under a special act of incorporation in 1875, is located in a structure originally built in 1834. Since 1895 the City has allocated funds for

the operation of the Russell Library Company (\$95,347 for 1966-67) as well as amounts for capital expenditures over the years. The building contains about 13,000 square feet of space, although it is estimated that three times that much will be needed for the year 2000. An architectural study is now underway to determine how best to utilize the existing building to meet future needs. The proposed new high school will also contain library facilities of community wide significance and efforts are underway to coordinate these plans. The Olin Library of Wesleyan University (550,000 volume) is open to use by adults in Middletown.

The City does not have a museum. Its proximity to Hartford permits utilization of the facilities of that city. The Middlesex Historical Society, however, owns and operates the General Mansfield House on Main Street.

With the completion of projects now in planning, together with recent additions to the physical inventory (Vinal Tech, Mercy High) the general cultural tone and physical liveability of the community from this standpoint, will show marked improvement.

The availability of the current and proposed physical plant of Wesleyan University for community wide cultural purposes, however, is not widely realized. A number of cultural events held at Wesleyan are now open to the community at large. These include the Wesleyan Concert Series, productions by the '92 Theater, a film series, and lectures

on a wide variety of topics. In addition, concerts are given by the Wesleyan Chamber Orchestra, the Glee Club and Chapel Choir.

The society of the "Friends of the Davison Art Center" sponsors lectures, exhibitions, seminars, film showings and a children's art program for members of the community, and the Van Vleck Observatory is open to the public one night a week and available to group tours.

The Middletown Scientific Association, whose membership is composed of members of the University and Middletown residents, sponsors a number of lectures yearly which are open to the public and held at Shanklin Laboratory.

About 70 undergraduate students serve in the Wesleyan NAACP tutorial program in Middletown, which maintains a reading center and cultural enrichment programs for disadvantaged youth. This program is probably the lone exception to the general cultural orientation of middle and higher income groups to University related activities.

Two important cultural enrichment activities unrelated to Wesleyan have shown strong evidence of growth and wide community acceptance. The Junior Matinees, a series of theatrical and musical programs for children six to twelve years old is now in its twelfth year of operation and oversubscribed.

The Middletown Art Association has also been encouraged by an excellent public response to its second annual exhibi-

tion and the high quality of entries from the entire Middlesex County area and beyond.

Volunteers are now organizing a variety show with children of lower income families in the hope that their participation in organizing such an event will raise the self esteem of the children and, indirectly, to their parents.

Cultural enrichment programs specifically geared to the interests of older persons have recently been inaugurated by the City Recreation Department. A program of art instruction has begun, and members of the local musicians union have volunteered their services.

Middletown over the last hundred twenty years has been home to people of a variety of ethnic groups, and there is evidence of interest in cultural programs which would revive and consolidate pride in the cultural background of such groups.

Another growing factor is the activity of the Middlesex Community College, which has just sponsored the first of a series of Writers Conferences.

Preliminary analysis suggests little out of school cultural activity geared specifically to the interests of teenagers.

In general terms, a commonly felt lack of suitable physical space has in the past impeded private and public efforts to expand the variety of cultural enrichment programs, particularly in the case of the performing arts. With the imminent

improvement in the physical plant, new ferment is evident in the cultural activities to utilize these physical resources.

The cultural tone of a community has a major impact on the willingness of industry employing skilled labor to locate or remain in the area. Thus increased activity in the creative and performing arts generates, over the long run, general economic benefits. On a somewhat shorter time scale, cultural activity can be a lever to generate economic benefits as a spillover simply of increased pedestrian movement in certain areas.

Consequently it is of some importance to locate cultural activities in such a way as to reinforce or stimulate economic growth, particularly in the retail sector, by bringing cultural events to the core area.

Privately sponsored and organized cultural enrichment programs will undoubtedly cater to the interests of relatively advantaged audiences or participants, suggesting that the publicly financed activities should concentrate on the needs and interests of the very old, the very young, and the poor.

INTERPERSONAL COMMUNICATIONS

A city the size of Middletown fits the norm for some theoreticians of urban planning because its size is large enough to create identity and a sense of purpose, yet small enough to enable meaningful citizen participation and intercommunication.

The City supports one commercial radio station (WCNX) and is the site of Wesleyan University's student-run WESU. It is otherwise within range of radio and television stations from Hartford and New Haven. Although the Hartford newspapers devote space to Middletown events, it is the Middletown Press which supplies the most prominent form of mass communication for Middletown residents.

The Middletown Press, however, provides more than a medium of mass communication. It plays an important role in shaping the community's self image and in providing a forum for personal and often individualized expression of opinion in the form of letters to the editor. Its "City Briefs" column, containing informal notices and chatty personal items of interest to others, breaks down the anonymity (and possibly anomie) which afflicts larger communities, though perhaps at the expense of comforting privacy. In other words, the characteristics attributable to small city life are reinforced by the Press despite its role as a medium of mass, and thus less personal, communication.

In a physical sense, the existence of Main Street as "the" Street also reinforces the sense of neighborliness and personal communication which would be dissipated by less centralized development characteristic of other urban areas. This is perhaps more true for residents of the City than for those attending Wesleyan University which, despite its physical proximity to the street, provides a physical setting of its own for interpersonal communication. The challenge of physical urban renewal lies in part in whether new physical linkages can be forged which will permit spontaneous or chance communications between citizens of the larger community and one of its major corporate citizens. In addition, sensitive intermixing of physical development can permit a greater continuity of communication among citizens of varying background that may now occur.

By and large, the most successful setting for communication is among people who sense they are part of a team striving for common goals and sharing similar aspirations (and frustrations). "Communication", then, means more than the imparting or disclosing of authoritative information or attitudes by an active agent to a passive (and possibly hostile, apathetic or sullen) receptor. In other words, both an intellectual-cognitive and the emotional characteristic of communication must be recognized and felt in creating media or settings.

Accordingly, the Redevelopment Agency has conducted its affairs, even with respect to preliminary matters, in open discussion with residents of areas affected by its plans. The physical plans on which the Agency concentrates will thus reflect the attitudes of those who will experience the greater degree of resultant change in their living environment. The Mayor has also made special efforts to meet with low income residents, and particularly young people, to learn their special needs and aspirations. This has been done through the medium of walking tours through low income neighborhoods, including the large federally aided low rent public housing project, and by meeting in his office with teenagers who have sought increased recreational facilities in their area. In addition, the Middletown Human Relations Commission has conducted an open hearing attended by many disadvantaged residents, where housing conditions and other aspects of community life received lively attention. As a continuation of this concern, the League of Women Voters has sponsored a tour of low income homes to increase community and region wide understanding of the housing "gap".

On the weekend of July 28-30, 1967, during the height of the Detroit and the aftermath of the Newark riots, the City was swept by rumors of a similar civil disturbance. The rumors took many forms. Some of them hinted at outbreaks in the south end of the City, a low income area

under survey and planning for urban renewal. The only concerted activity that took place among these residents, however, was a visit to Police Headquarters by over two dozen of their number to apprise the authorities of their own intent to maintain law and order. This unusual form of "interpersonal communication" has created a foundation for further communication between the police and low income residents.

In recognition that interpersonal communications lies at the heart of progressive community development, a group of leading citizens, including the Mayor, formed themselves into a group called the MIDDLETOWN FUTURE Workshop Committee. The Committee's program is designed to enlist the creativity of the people of Middletown in developing a community that is better able to meet the needs of all its citizens. It is being undertaken in the hope of providing in Middletown a model of civilized living.

On the premise that most communities falter on problems of leadership and constructive working relationships, MIDDLETOWN FUTURE will sponsor workshops in community relations. A major purpose of the workshop is to build personal understanding among those who attend from many walks of life. The program is intended to involve young people as well as adults.

These weekend workshops will be spent in comfortable surroundings (of Wesleyan's Davison Art Center) working as a total assembly avid in subgroups. The work will provide

theory and practice in how to build effective working relationships with other people, how to resolve conflicts between groups and how to build creative problem solving teams. The professional staff members will be present, drawn from the staff of the National Training Laboratories, an organization that conducts such workshop in a corporate context in all parts of the United States.

This is the first time this technique, which has worked successfully in large corporations, has been attempted in the context of a community. Past experience with workshops of this kind indicates that participants improve their ability to work with groups, providing leadership and support; build relationships of trust and understanding with other people; skill in communicating and listening; greater optimism about life and their ability to influence people and events.

It is expected that those who attend will have opportunities to take part in other projects and workshops dealing with particular problems. Objectives or aspects of Middletown life, hypothetically such as improvement of recreational facilities, educational innovations in schools, or building teamwork within and among the institutions of the community.

The concept of teamwork underlies another emerging system of interpersonal communication in Middletown. Under the auspices of the Chamber of Commerce, for several months

key personnel in the life of the community have met informally for one hour at breakfast for relatively unstructured discussion of community affairs. These "off the record" exchanges of views on a multiplicity of topics have tended to cement a common understanding among the participants of community potential and problems. Attendance is voluntary and has attracted relatively steady participation of people with various responsibilities. Orientations around the table at any one discussion are likely to include persons in important positions with the YMCA, Board of Education, City of Middletown, Chamber of Commerce, Community Action for Greater Middletown, the banks, Connecticut Valley Hospital, Middlesex Memorial Hospital, Middlesex Community College, Midstate Regional Planning Agency, realtors, Middletown Press, Wesleyan University, Hill Development Corporation, the clergy and others.

These discussions have greatly lubricated the day to day communications among the participants as well as informing them of community developments relevant to their professional concern.

Interestingly, the two media just described, have relied on the physical facilities of Wesleyan University as the setting for their meetings. This presumably has not resulted from preference so much as need, underscoring the limited nature of adaptable meeting spaces within the City.

One element of interpersonal communication by which

the City is "read" by its inhabitants and by visitors, is the standard of graphic art employed by the municipality to make the City a more intelligible and pleasant environment and to instill pride and a sense of place to its residents. This may be done by sensitive design of street signs, street furniture, open spaces (especially portals to the City and right of way), public vehicle identification, handbooks, and, indeed mass media presentations. These techniques are useful for selling the City to itself, as it were, and creating a self image which when adequately projected, will produce tangible and intangible returns in the form of renewed civic pride and additional economic investment. They are founded on the premise that a lively concern for the people who reside near us results from a sense of pride in the place. As in the Ancient Greek claim that "I am a citizen of no mean city," today's citizen can develop a special concern for his neighbor as part of a special concern for place.

TRANSPORTATION AND CIRCULATION

Middletown's connection via highway to other points in the state has been improving in recent years. Major links include State Route 9 (Hartford to Old Saybrook via Middletown), State Route 66 (formerly U.S. Route 6A, from Waterbury to Willimantic), State Route 17 (New Haven to Portland and Glastonbury via Middletown), State Route 72 (Middletown to New Britain and Torrington). Interstate Route 91 (Enfield to New Haven) traverses the westerly portion of the city and connects to the core area, via Routes 66 and 72.

A new connection, to be completed in 1968, will link I-91 with the Route 9 segment along the Connecticut River at downtown Middletown. With the later completion of additional limited access portions of Route 9 between Middletown and the shore, it is apparent that the portion of Route 9 (Acheson Drive) at the Middletown business district will constitute the weakest link between Hartford and shore points. Because of the existing design of Acheson Drive, its reconstruction to standards applicable to the rest of Route 9 has implications for access to the central business district of the City and access to the Connecticut River. Proposals have been made by the Midstate Regional Planning Agency staff to establish an alternative alignment for Route 9 which would permit Acheson Drive to serve the needs of local circulation rather than through traffic between Hartford

and the shore. This would permit existing access points to remain and permit new ones to be created at grade for vehicles and pedestrians. These new points would allow much greater access to the Connecticut River than is now possible.

Just as vital, they would permit Acheson Drive to serve new retail, transient housing and commercial uses planned for the downtown urban renewal project. These uses would not be viable were Acheson Drive to be redesigned to carry vehicles at 60 miles per hour. The redesigning of the road would probably require its elevation to 32 feet above mean sea level as a flood protection measure, thereby creating not only a greater barrier between the City and the River but precluding its use as a convenient access to downtown Middletown.

The catalyst for new thinking on the highway was the downtown renewal project, and the challenge to the City and the State is to calculate the costs and benefits of the new proposed alignments with the project in the balance.

State Route 66 will also be forging its way through Middletown and across the River at Bodkin Rock, according to the recommendation of the Middlesex Bridge and Port Authority. A Bodkin Rock crossing will permit a relatively short span to be constructed on good foundation at sufficient height above the river. Motorists crossing the bridge will glimpse (if the span is properly designed) an extraordinary view of

the City, nestled as it were between hills divided by a river which appears to terminate at the downtown. At the same time, the refreshing prospect down the river from the central business district will not be destroyed, and could be heightened, by a bridge at that point. Here the promise of better circulation holds out, in addition, the potential of creating one of the more unusual urban prospects in the United States.

Renewal planning has also concentrated on the present difficulties encountered by traffic attempting to move between existing Route 66 and the southern part of the City. A great deal of this traffic is forced to use High Street and small feeder streets linking it to Route 17. Early general plan concepts called for a greatly widened Pearl Street as a relief, but more definitive planning now recommends that a new western by-pass in the vicinity of Vine Street be constructed. Any other alternative would conflict with the objective of reinforcing the residential character of the Pearl Street axis. There is no question that relief will also come with the re-routing of 66 to an alignment south of the central business district.

The location, topography and development of the City over three centuries, together with emerging state highway plans, has given the City a workable system of "arteries" and "capillaries" but a very inadequate system of "veins". Vine Street is one "vein" that needs development,

along with Church Street and others that require further study.

Since Middletown is at most semi urban outside the central core, it lacks a mass transportation system in any real, functioning sense. The economically weak bus system operated by H & W Transit Co. was taken over in the fall of 1967 by the Connecticut Company. The Connecticut Company now has indicated an intention to drop virtually all the service now maintained. For practical purposes this will leave the City without intra-city bus service. Taxicab service is, of course, available at much greater cost.

The impact of this on a city with a fairly "loose" fabric, where sidewalks are uncommon outside the central core, and where the private automobile has long been a necessity rather than a luxury, will fall most heavily on those who do not have ready or reliable access to a private car.

Particularly for the elderly and the lower income family, alternative means of transportation organized by the Housing Authority or in connection with senior citizens' activities should be evaluated. In addition, a reinvigorated Main Street and central business district could be aided by a jitney service that plyed between shopping, parking, residential and University areas (and ultimately the river front). This also deserves serious consideration.

The relationship between drive-in establishments and traffic control and safety is under study in connection with new zoning controls on such establishments. In addition, subdivision controls which affect intersection design also affect traffic circulation and these controls are being evaluated.

SOCIAL SERVICES FUNCTION

Middletown has a variety of public and private agencies concerned with social services which for the most part are not operating with a great degree of coordination and cooperation with each other. Middletown suffers from the traditional carving up of social concern into areas of particular interest to the agency.

No directory of community services is available to citizens seeking help and referrals must be made by persons professionally familiar with the characteristics of each organization.

Some attempts have been made to bring the various agencies together to discuss such possibilities as coordinated referral and essential background files. However, little progress has been made in this direction at this time.

There are five agencies which operate with public funds servicing the city of Middletown. The State Welfare Department office, located on Main Street Extension, provides financial and some rehabilitative referral service to indigents. Being a district office it is reasonably central to the clientele being served.

The City Welfare Department also provides financial assistance and referrals to the indigent who are not qualified for other state programs. The office of this agency is located in City Hall which is reasonably assessible to persons with private transportation. It does not operate

any sub-offices in areas of the city in which concentration of welfare clients are found.

The Soldiers, Sailors and Marine Fund is financed by State funds and administered by local members of the American Legion Post. Services are limited to financial help to veterans having served in time of war. The fund maintains no separate office and receives its clients through referrals from other agencies.

The Middletown Housing Authority provides various services to the residents of the public housing projects under its control. The Housing Authority's office is located in Long River Village, and is central to residents of that project. There are a total of 388 families residing in the two projects operated by the Authority.

Community Action For Greater Middletown, Inc., (CAGM) serves as the poverty program agency for Middletown and six surrounding towns which compose the Midstate Planning Region. Its office is located centrally to the region on Main Street in Middletown. It is funded by federal, state and local funds. Among the programs operated by the CAGM are: On the job training, Neighborhood Youth Corp., Neighborhood Services, Day Care Centers, Head Start Program, The Tutorial Project, a Summer School Project, Upward Bound, and the Legal Assistance Association. Many of its programs have been operated in cooperation with other institutions in the community, and the CAGM has provided a great measure of coordination in the community in the area of social services. A major

concern of the agency has been with the low income population of Middletown and some progress has been made through neighborhood service programs.

Communications between the client and servicing agency are always critical. The Neighborhood Services Program provides the foundation and key to the success of most of the other CAGM Programs. Decentralized offices have been established in target neighborhoods which are serviced by non-professional indigenous neighborhood workers. A document written by the agency describes the role of the neighborhood workers:

"First, neighborhood workers, through daily contacts, are continually encountering residents who are faced with problems that they can not adequately solve themselves. In this case, the worker might provide advice, encouragement, emotional support, or merely a sounding board for the resident... Secondly, through awareness of common neighborhood needs and relationships with residents, neighborhood workers might initiate projects or help resident groups to join forces and deal with pressing issues with new strength and vitality... Thirdly, Neighborhood Services is the component program that provides a two-way channel between the res-

idents and other components of the program. Without participating residents, component programs would have no purpose. Without continual sources of information about the needs of residents, component programs would cease to be relevant. Without neighborhood workers recruiting and referring, many residents would not find services."

The private agencies in the community are best classified in terms of the client groups that they serve, such as youth, elderly, indigent, the labor market, and family.

Serving the family in Middletown are the Salvation Army, The Catholic Charities for the Middletown District, the Homemakers Service and the Middlesex County Chapter of the American Red Cross.

For the calendar year 1955 the Catholic Charities serviced 296 families, placed 39 children in temporary homes or institutions, counseled 48 unmarried mothers, served the needs of 26 young women and provided adoption service for 38 children. It is located centrally at 33 St. John's Square in Middletown.

The Greater Middletown Homemaker Service, which serves Middletown, Portland, Cromwell, Durham and Middlefield, provides professional services on a fee basis to replace the mother in a home when she is incapacitated, to help the

handicapped or chronically ill by providing supplementary care to them in their home, and by providing service to the aged in their home. It is located at 27 Washington Street.

The Salvation Army, located at 179 Court Street, is established for the purpose of serving the religious and social welfare needs of children, youth and adults in all age groups.

The Middlesex County Chapter of the American Red Cross, located at 97 Broad Street, provides services to families in times of disaster. The Red Cross provides outright grants of food, clothing and shelter in disasters involving a small number of families. Also it has been designated by the State to be the agency having primary jurisdiction in a major natural disaster. Other service programs are provided for families of military personnel and to veterans, primarily in facilitating communications, counselling, and obtaining financial assistance or governmental benefits.

In the category of agencies serving the youth of the community are found the Boy Scouts of America and the Big Brothers Program. Another group which may become a vehicle for social service programs is Teens Organized for Public Service (TOPS).

Big Brothers of Middletown, Inc., located at 437 Main Street, is designed to provide meaningful male companionship to boys ranging in age from 8 to 17 who may be in

difficulty with the law, emotionally deprived, fatherless, isolated in an institution, or just unhappy and in need of companionship. Referrals are made by the schools, courts, clergymen, parents or relatives, and other social agencies.

The Middlesex County Council of Boy Scouts of America is located at 27 Washington Street. The Boy Scout, three-level programs serve boys from ages 8 through high school age. The programs are designed to provide companionship, develop skills and self reliance on the part of participants.

The Northern Middlesex Young Men's Christian Association, located at the south end of Main Street opposite the Green, provides a wide variety of services to young men and women of the community. It has a large and well maintained physical plant which provides many athletic facilities as well as meeting and game rooms. As of June, 1967, it had a membership of 840 persons of which 550 youngsters used the building each week. In addition the "Y" has 240 businessmen members, 220 "seniors" and 200 women members. Although encumbered by a somewhat staid or "establishment" image, the Y under its current leadership is searching new horizons for meaningful community involvement.

Services to the elderly in the community are primarily provided by the churches, over and above the welfare programs for financial assistance. These programs generally are of a recreational nature. Helping to coordinate and promote activities for senior citizens is the Senior Affairs Commis-

ion of the city government.

Providing services to the labor market is the task of the Connecticut Labor Department's local employment service office. Located at 437 Main Street, the local office operates to recruit, interview and screen applicants; analyze jobs; develop job openings; gather, analyze, and disseminate labor market information; provide employment counselling and administer aptitude tests. It services job seekers ranging from professionals to hard core unemployed. The office acts in close cooperation with many local agencies and takes referrals from them.

One agency which is not normally considered to be in the social service area is the public health nurse organization. Located at 51 Broad Street, the Public Health Nursing Service covers the Middlesex County area in providing home nursing service to many categories to people. In providing this direct contact with people in their homes, it offers the opportunity for referral to many different social agencies in the community, in that frequently the district nurse is the first to know when a social problem develops with her client. Among public health nurse organizations, the social service function is usually thought to conflict with the basic purpose of providing health services.

No discussion of Social Services would be complete without mention of the Northern Middlesex United Fund and the Rockfall Corporation. The United Fund provides financial support to many social service activities in the commun-

ity. Its staff is housed in The DeKoven House, 27 Washington Street, in Middletown which serves as a home for several community based activity agencies.

This building is owned by The Rockfall Corporation which exists primarily to establish maintain and care for parks, forest and wildlife land but also "to carry out any other public and charitable purpose".

PUBLIC UTILITIES AND SAFETY

At present, Middletown is served by both private disposal systems and a public sewer system with a treatment plant. The public sewers are both sanitary and combined sewers and provide service to about 5.6 square miles of the City with a potential future addition of another 11.6 square miles. Total area of the City is 45.0 square miles. In addition, the Mattabasset District Sewer and Treatment project is nearing completion. This main sewer trunk line runs through the northerly section of Middletown.

The existing treatment plant provides primary treatment for the sewage. The capacity is adequate for the present needs of the City at times of no rain. The plant will have to be increased to handle the load which will be generated by future development. Expansion of the existing plant with respect to capacity or provision of secondary treatment facilities may prove difficult due to the limited amount of land available. The existing combined system should be separated to eliminate present overflow into the Connecticut River during periods of rain.

Middletown has started a program of separating existing combined sewers in the central area of the city. This work has already been initiated in the Main Street area through the use of Urban Renewal funds and as part of a flood control project. This program of separation will be continued as an important objective of a 125-acre urban renewal project now

in planning.

At the present time there is an estimated 60 miles of separate sanitary sewer line in the city.

A separate storm water system containing approximately 35 miles of storm sewer is presently serving the built-up portion of the city.

As Middletown continues to grow, more attention must be paid to local drainage problems through the utilization and integration of programs and skills of planning, zoning and conservation commissions to protect natural water courses through the establishment and control of channel encroachment lines.

The Middletown Water Department obtained until recently all of its water supply from two surface reservoirs. The Laurel Brook, built in 1866, has a storage capacity of 223,000,000 gallons and receives water from a drainage area of 1.05 square miles. The Mt. Higby reservoir, including Roaring Brook reservoir, built in 1896, has a storage capacity of 374,000,000 gallons and receives its water from a drainage area of 2.06 square miles. An engineering survey conducted in 1958 estimated the dependable yield, or the amount of water which could be relied upon as being available under normal conditions of precipitation, at 1.44 million gallons daily from the Mt. Higby reservoir system. The yield of the Laurel Brook reservoir was estimated at 0.76 million gallons per day, giving a total safe yield of 2.20 million gallons daily.

There are approximately 103 miles of water mains serving

about 29,500 people which is about 80% of the city's population.

The city has constructed two large diameter, high capacity wells, each producing more than a million gallons per day out of a maximum potential yield of eight million gallons per day. A treatment and pumping station has been constructed to remove high iron and manganese content in the well water. This source is expected to meet the city's normal needs to the year 2000.

The Middletown Sanitation Department is presently serving the First Taxing District of the city. Two collections a week are made for most of the area and are disposed of through a land fill operation at two dumping areas.

Private collectors serve the outlying areas of the city on a weekly collection basis.

The public utility firms serving Middletown are the Hartford Electric Company, providing electric service; Connecticut Light and Power, providing gas service and the Southern New England Telephone, providing telephone service.

The HELCO operates a local coal operated generator plant on the Connecticut River. New gasoline tanks are being installed for standby use and will provide some flexibility for a more economic use of fuels in the future.

Almost all of the city, except for a small portion of the central business area, is served from an overhead electric distribution system. New overhead electric power lines are being constructed through Middletown and across the Connecticut

River.

There is a need for a program to encourage underground distribution in new industrial and residential areas. The Urban Renewal Plan for the 125-acre project now in planning will require total underground electric distribution.

The Connecticut Light & Power Company operates a pressure reserve tank in Middletown to meet peak load demands. The system is currently being converted to natural gas.

Some of the current physical needs consist of existing sanitary treatment plant modernization to provide secondary treatment to meet state standards; separation of combined sewers; extension of water and sewer trunklines and laterals to substantially built up areas and to areas of potential development, expansion of public refuse collection and new resources for disposal.

The City of Middletown is presently participating in several engineering studies pertaining to the development of sewer and water facilities for the long and short term needs of the city. These studies being prepared for the city and Midstate Regional Planning Agency, will consider Middletown's overall needs and how they relate to the Midstate Region and possible joint solutions; the ultimate possibility of tying a major portion of the entire Middletown sanitary system into the Mattabasset District Plant; and analysis of the existing sewerage treatment facility and the cost of providing secondary treatment; engineering design of water and sewer systems to

service proposed industrial park development; and the preparation of a preliminary capital improvements program for water and sewer facilities.

The City has taken advantage of Federal and State financial assistance programs for the construction of the River Road Sanitary Sewer to abate the pollution of the Connecticut River and for the construction of the River Road Well Treatment and Pumping Station. Other applications for extension of water lines and sewer trunk lines have been filed with HUD but have not been considered because of the shortage of funds.

The preparation of a capital improvements program and budget will permit the scheduling of local priorities and resubmission of applications for financial assistance.

The Public Works Department now supervises the water, sewer and sanitation programs for the city. The Water Department has 21 employees, the Sewer Department 8 employees and the Sanitation Department 15 employees. In addition, the Public Works Department employs approximately 60 employees in the street maintenance, engineering and building inspection functions of the department.

The Middletown Police Department consists of a staff of sixteen, thirty-five patrolmen, one K-9 officer, two metermaids, seventeen school guards, thirty-five active supernumeraries and fifteen auxiliary police officers. It is equipped with seven radio cars, on motorcycle and is organized as follows:

1. Communications - complaints
2. Records Division
3. Detective Division (juvenile)
4. Uniform patrol

A Community Relations Officer was recently appointed to achieve a better understanding of police procedures and to create and maintain a dialogue with various citizen and neighborhood groups in the city.

For police operating efficiency, the city has been divided into four patrol districts with each district assigned a radio car. Three patrolmen are assigned to Main Street and are equipped with walkie-talkie radio units.

In 1965, the Police Department moved into its new and larger headquarters, the remodeled and refurbished former Vinal Technical School on Church Street. The space needs are adequately met for the present and future. However, a parking problem exists on this site and is a major objective of renewal planning for this area.

Due to rapid growth in the Westfield and South Districts of the city, additional patrols are needed for these areas.

The Traffic Authority of the City has analyzed the need for better intersection traffic controls in the central business area and has contracted for the installation of a centrally controlled and synchronized traffic light system.

The Traffic Safety Commission is an advisory group for the installation of traffic signals and signs were needed for public safety.

FIRE PROTECTION

The City of Middletown is divided into three independent fire districts each with its own fire department. The residents of the city are taxed only for the fire protection in their own district.

MIDDLETOWN FIRE DEPARTMENT

The Middletown Fire Department covers an area of approximately ten square miles. This includes the central business district and the southwest section of Middletown. This Department, headed by Chief J. Franklin Dunn, consists of a staff of twenty-nine regular men and one hundred and thirty-eight volunteers in four volunteer companies.

The City Department has four pump trucks, one hook and ladder truck, two jeeps and two emergency trucks as well as an amphibious vehicle for duty on the Connecticut River. The main headquarters are located on Main Street and two other buildings are located on Main Street and two other buildings are located on Pine Street and Loveland Street. The Fire Commission, which services in an advisory capacity to the Department, is appointed by the Mayor from the members of the Common Council.

SOUTH FIRE DISTRICT

The South District Fire Department is responsible for fire protection in an area of twenty-five square miles in the south and southeast section of Middletown. The Department traces its history back to 1915 when, as the Russell Fire Brigade, it was organized by RUSCO employees solely to fight

fires at the Russell Company. Gradually the role of the Brigade expanded and in 1930 a Protective Association was formed for the South District. This Association continued until 1957 as the Fire Fighting Force sponsored solely by voluntary donations. In that year a referendum was held in which the residents of the South District voted to form an independent fire district financed by the separate fire tax. A five-man Fire Commission was also set up. The Department, headed by Chief Michael P. Milardo, has three Grade A pumpers and three full-time paid men. The majority of the South District firemen are volunteers. The Department is currently housed on East Main Street, adjacent to the Russell Division of the H. K. Porter Company. However, land has been purchased at Lee Street and Randolph Road where a new fire-house is being built.

WESTFIELD FIRE DISTRICT

The Westfield Volunteer Fire Company was founded in 1930 by the Rev. David Yale, a former minister of the Third Congregational Church. The original firehouse was a garage on the Addis Farm on Smith Street. In 1939 the present firehouse on Miner Street was built by the firemen sponsored by voluntary contributions and a small allotment from the City of Middletown. In 1952 the Westfield Volunteer Fire Department was formed and in 1958 the firehouse was expanded to house additional equipment which now consists of three trucks. The Department has been issued the latest foam fire fighting

equipment and all volunteers are equipped with a home warning device that enables the men to be called in a matter of minutes.

In 1961, through an act of the Legislature, the Westfield Fire District was formed. The District covers approximately nine square miles from Camp Street on the east to the Meriden and Berlin lines. In this area there are 940 families and over \$12,000,000 in property.

The Department, headed by Chief Theodore Bysiewicz, has an active list of fifty volunteer firemen.

A new central fire headquarters facility has been planned for the Middletown Fire Department and construction is expected to start soon.

The need for consolidation of the three fire districts into one department was recently studied by the Charter Revision Committee and will require further study to effectuate an acceptable and workable solution to the problem.

The Chief of the Middletown Fire Department is also the Director of the Civil Defense Program, utilizing the skills and training of many citizens who participate on a volunteer basis. An inventory of Civil Defense Shelters has been prepared and marked for public identification in the event of an emergency.

Emergency supplies and equipment has been stockpiled in key shelter areas.

A Federal Demonstration Grant has been received by the Middletown Planning Commission to prepare a Regional Shelter Program in the event of nuclear attack or other major disaster.

GOVERNMENT

The City of Middletown is governed by a Mayor-Council form of government. There are 9 Councilmen elected at-large and the Mayor's position is full time.

The City completed a new Municipal Building in 1959 on a site provided by a self-financed redevelopment project.

The Municipal Building houses all of the major departments of the City. The Police Department, Parking Authority, Housing Authority, Fire Headquarters, Board of Education, and maintenance facilities of the Public Works Department are located in separate buildings.

All of the structures, housing government offices, are in good condition with the exception of Public Works maintenance buildings.

In addition, the Municipal Building is becoming cramped for space as department staffs are increasing.

Consideration for a new Public Works Service Center and a re-evaluation of the space needs in the Municipal Building constitute the current physical plant needs.

The City employs approximately 245 people exclusive of the Board of Education. In addition to the full time employees of the City, there are over 200 members of local Boards, Commissions and various advisory committees.

In the past, the basic functions of the various departments were performed by employees. Consultants were used

extensively in preparing special studies, surveys and programs. There is a need to evaluate the role of the consultant in areas where professional staff may be employed in a more beneficial capacity.

The latest annual budget for the City of Middletown totals \$8,498,900. The breakdown of expenditures for the 1966-67 year shows the following percentage allocation:

Education	58.2%
Public Works	9.5
Protection	8.2
Gen. Gov. Pensions	20.1
Insur., bonds debt service	
Welfare	.8
Health	1.1
Park & Rec.	2.1

100 %

The City is below its debt limit in most all categories of service. The assessed valuation as of October 1, 1967 was \$1,666,932,930 with a base tax rate of 38.9 mills and a fire tax of 5 mills in the First Fire District, 1.5 mills in the South Farms District, and 2 mills in the Westfield District. The assessment ratio to fair market value is 65%.

The administrative activities of the City are carried out by the various local agencies and commissions as prescribed by the General Statutes of the State of Connecticut

and by local legislation.

In order to effectively coordinate the community development activities of the various departments, the City created the position of Planning Development Administrator with direct responsibility to the Mayor.

As a result of a recent vacancy in this position, the Mayor has recommended two positions be created, an administrative assistant to the Mayor and a development administrator to be funded partially through urban renewal funds.

The City is now in the process of re-evaluating its administrative organization. The Charter Revision Committee and the Common Council have recommended administrative changes to be considered by the electorate in a referendum.

WORK TO BE UNDERTAKEN
TO COMPLETE THE COMMUNITY DEVELOPMENT ACTION
PLAN

CDAP-3

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Program for Preparation
of the
COMMUNITY DEVELOPMENT ACTION PLAN
for
THE CITY OF MIDDLETOWN, CONNECTICUT

MIDDLETOWN'S COMMUNITY DEVELOPMENT ACTION PLAN

Middletown's proposed Community Development Program will offer the opportunities of: (1) research to achieve understanding of social, economic and physical needs for development throughout the city; (2) planning the mobilization of available resources to effect the speed and quality of development; (3) formation of a system for the continued collection and evaluation of valuable research material; and (4) developing specific plans and programs for community development.

The objectives of the Community Development Action Program will be to concentrate on collecting and preparing research directly to accelerate the pace of economic growth and social development toward realistically determined community-wide goals.

The initial direction of the Community Development Action Program will be to study and do research in areas of high need and known priority for the formulation of development plans and programs. These priority areas of research which can lead to more immediate problem solving within the proposed Community Development Action Programs are: (1) low, middle and high income housing market analysis with respect to supply and demand, the effect of the housing market due to redevelopment displacement, the role of public housing,

the cost of providing basic minimum rental required and the feasibility of rehabilitating existing substandard housing; (2) an evaluation of administrative and legal tools for carrying out community improvement programs, zoning, housing policy, municipal taxing policy, the roles and extent of private enterprise in renewal, etc., as well as the appraisal of past programs and experiences; (3) analysis of the city's fiscal structure with respect to present and future capacity with projections for needed capital improvements, renewal treatments, etc. reviewing the capital improvement procedure toward renewal treatments. Study of ways to increase fiscal capacity of City will also be undertaken; (4) social study programs to learn more about the needs of low income families, about family immobility as a factor causing neighborhood change, impact of racial discrimination, the measure and impact of displacement and relocation behavior or attitudes, the effect of recreation, education, and social services available upon the social needs of neighborhoods and communities, etc.; and (5) an analysis of the impact of recent development in Middletown such as the United Aircraft expansion, relocation of state route 66, renewal, college expansion plans, large scale development of middle and high income housing, open space and neighborhood change.

The Community Development Action Plan Agency recognizing the above areas of direction will, through its organization, create three major phases for operation. These

will establish the framework or continuity by which all studies and programs can be related and organized. There will be a considerable degree of overlapping within the phases due to the general correlated nature of the studies to be undertaken, but will in no way restrict the output to bring about action programs that effectively meet immediate needs.

The three phases can be identified as follows:

(1) Detailing the Community Action Development Plan.

This in effect is the design phase in which a more detailed schedule of activities of what is to be performed will be worked out and the arrangement for performance will be established. This design phase will generally: (a) identify the areas which will constitute the basis of all program activity; (b) design the basic economic, social and physical analysis desired and identify their data requirements; and (c) determine the initial design for an interpersonal communication system.

(2) Research or Study Phase

It is in this phase of the program that the research underlying the Community Development Action Plan will be carried out. The phase identifies the type of research to be performed by functional output as follows: (a) studies designed to improve tech-

niques for making development plans and decisions, such as the development of an interpersonal communication system, investigate planning process, the means of achieving community concensus, etc.; (b) studies designed to identify and quantify community development needs and objectives, to establish city-wide objectives for economic development, and housing, and to analyze the problems and needs of specific residential neighborhoods; and (c) studies designed to identify and explore resources needed and available to carry out community developments objective. These include financial resources, legal and administrative resources as well as social resources.

(3) Program Design Phase

The final phase of the study will spell out the specific activities to be carried out as part of an ongoing community development activity and set in motion a continuous coordinated program for public housing, capital improvements, code enforcement, area treatment activities, social programs, etc. The program activities will be coordinated with each other in order that together they constitute a broad scale attack on the problems of housing and economic growth. The entire program will be budgeted and set up in order that it may be submitted to periodic review and budgeting.

ADMINISTRATIVE STRUCTURE

To prepare the Community Development Action Plan, the City of Middletown, acting by its Mayor, Kenneth J. Dooley, and its Court of Common Council, has established a Middletown Community Development Action Plan Agency.

The Community Development Action Plan to be used most effectively in the developing of future programs, must combine the strengths of planning with that of practical programming to best fit the needs and abilities of the Community and its surrounding areas. Separate actions made by the City, Government, School Board, Public Housing Welfare Council, Hospital, Wesleyan University etc., need some point of reference or framework of co-ordination, information, planning and timing of action to develop the maximum potential for success.

The Community Development Action Plan can be used effectively to develop this coordination for information, planning and timing through its scope of studies but, also by its strengths of organization and its form of administration.

Therefore, the Community Development Action Program will merge planning as carried out by City Planning Commission, Redevelopment Agency, Housing Authority etc. with that of the programming accomplished by the City and its Council through the direction of the Community Development Action Plan Agency.

The assistance of the Director of Planning, acting as the CDAP coordinator, for guidance and direction for the program and his staff will be made available to the CDAP Agency.

The CDAP coordinator and the CDAP staff - full time assistant CDAP coordinator and stenographers - will serve the CDAP Agency.

The Mayor's Citizen Advisory Committee made up of persons representing the community; the technical advisory group made up of department heads, and agency heads; and the Citizen Advisory Group will give the scope and breadth desired. All reports, recommendation, etc., will be approved by the CDAP Agency and recommended to the Mayor and Common Council for appropriate action.

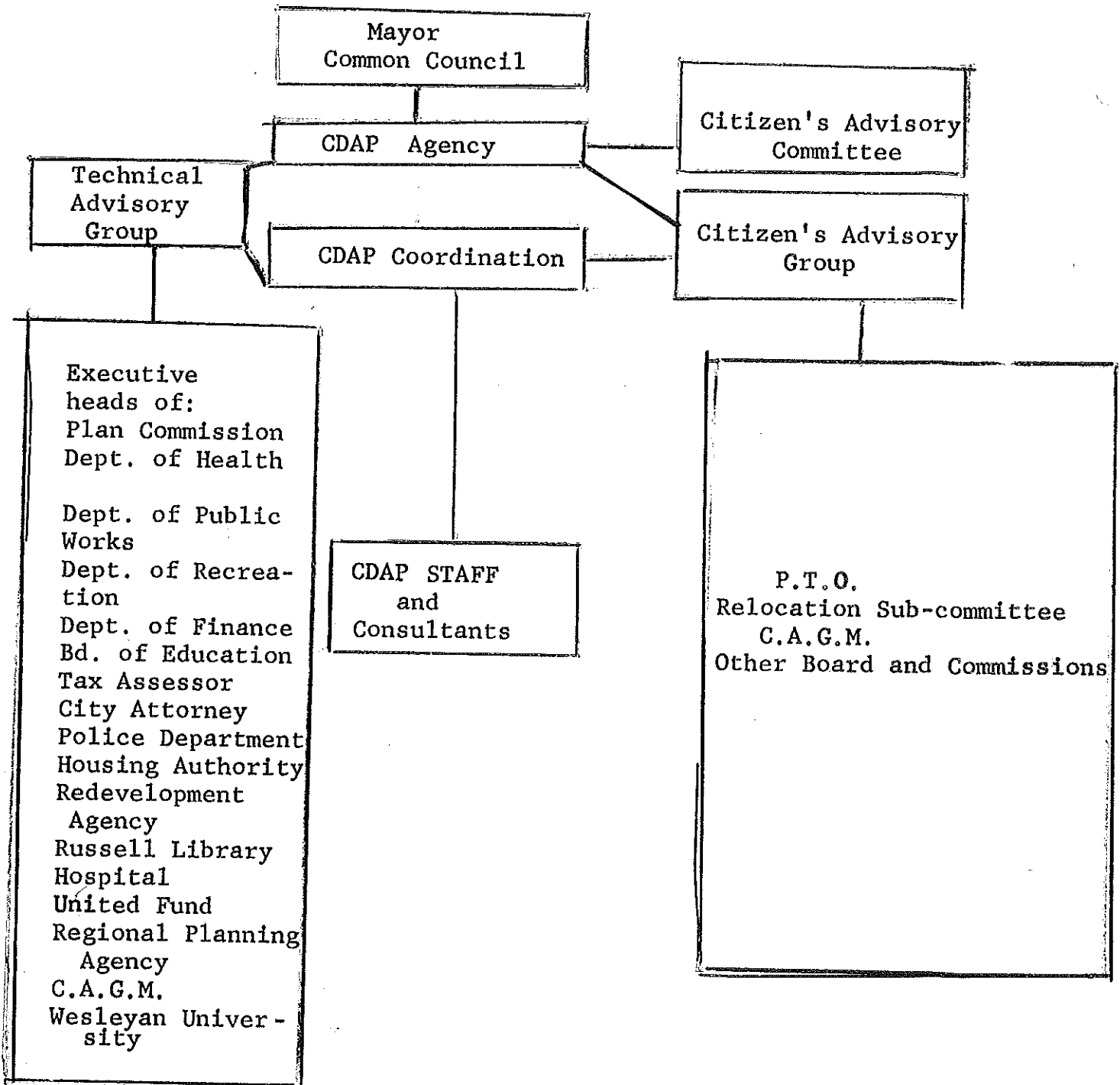
The CDAP coordinator and all City staff department heads will be used primarily as the City's staff share of the CDAP project, with additional staffing to be provided by various City departments where appropriate. Public, semi-public or private agencies involved in studies related to what is proposed by the Program for the Preparation of the CDAP will be encouraged to enter into agreement for additional CDAP staff time credit.

The members of the CDAP Agency are as follows:

Raymond J Dzialo, Chairman-State Representative
John J. O'Dea - Councilman
Norman J. Daniels - Councilman
David Adamany - Professor - Wesleyan University
Eugene O'Brien - Business Manager - CVH
Herbert Mayo - Director - YMCA
Attorney Chester Dzialo - President, Middletown
Bar Association
Edward Button - Chairman of Commission of the City
Plan and Zoning
Attorney Louis W. Johnson - Chairman of Housing
Authority

Three additional members will be appointed - one each from a
recommended list from the Independent Negro Civic Association,
Southend Neighborhood Council and the Realty Board respectively.

ORGANIZATION CHART
COMMUNITY DEVELOPMENT ACTION PROGRAM



MODE OF OPERATION:

The City of Middletown regards the process of preparing a Community Development Action Plan as equivalent to establishing a policy or program planning operation typical of goal oriented governmental agencies. In a sense it constituted a "Goals for Middletown" program which can awaken the citizenry to the fact that municipal government exists not simply for regulatory or restrictive purposes, or for day to day housekeeping, but can be employed affirmatively to obtain a better life for all through the attainment of carefully chosen goals tailored to the system's resources and problems.

The CDAP Agency would regard itself as a catalyst within the total community system, intent on unlocking resources which are inchoate or passive. Preliminary analysis suggests that many resources within the community, for example, may be "waiting to be asked" and have not adopted an aggressive stance of extending service or inter-relating to other elements of the physical, social, or economic structure.

The Agency, furthermore, will act outside the institutionalized formal structure of city government with a "mission" that does not duplicate that of any existing governmental or

private body. In taking a long range view of the entire spectrum of community concerns, it will be free to note opportunities and problems that are outside the immediate responsibilities of individual private or public functionaries or do not lie in the competence of one component of the system to handle itself.

This function could be vested in another office of City Government, its visibility necessarily limited by confining it strictly to staff work within City Hall. Instead, the CDAP process, with the involvement of the CDAP Agency, the Citizens Advisory Committee and with the cooperation of other private, quasi-public, profit making and non-profit groups, will attempt to bring policy formulation into public focus.

The CDAP Agency will, of course, determine how it will operate. However, certain proposals will be made for consideration by the members regarding its method of functioning. Some of these proposals are as follows:

1. Since the CDAP Agency is a citizen agency recommending proposals to all components of the municipal system, the time and location of its meetings must reflect a concern broader than City Hall. Accordingly, a recommendation will be made that the Agency meet periodically in different pre-announced locations within the City. These locations will be chosen

depending on the function under examination. For example, if the Health function is under consideration, meetings within certain facilities like Connecticut Valley Hospital or Middlesex Memorial Hospital would be scheduled. Other meetings might be held at De Koven House or the offices of Community Action for Greater Middletown when social services are under consideration. The purpose of a somewhat peripatetic meeting schedule would be twofold: to bring the members into direct personal contact with the function under consideration and to permit the public and various private resources conveniently to see the CDAP process at work. Meetings in the less advantaged portions of the City would be especially important for this reason.

2. Although the CDAP preparation entails the consideration of "interpersonal communications" as an important function of the municipal system, there is abundant reason for the CDAP Agency itself to provide a prime vehicle for this vital function. Accordingly, it will be recommended to the Agency that from time to time it sponsor Community Development Discussions to bring together persons from all segments of the City for relatively instructed conversations on issues of mutual concern. In addition, from time to time, the CDAP Agency may bring to Middletown well-known experts to speak on community development goals to stimulate discussion.

It will be the objective of the Agency that whatever vehicle it develops to enhance interpersonal communications within the community will survive the Agency and become fixed features of community life.

3. To avoid becoming too "parochial" in viewing only the Middletown system, the CDAP Agency members from time to time may travel to other communities within the State to meet with CDAP members from similarly situated cities or to view programs of special interest and relevance to any of the functions under investigation.

4. To operate constructively, calling on the full spectrum of public and private resources in Middletown, the CDAP Agency will rely heavily on technical advice from municipal staff, the staff of educational institutions and corporations, the Chamber of Commerce, Board of Realtors, Community Action for Greather Middletown, various cultural organizations, etc. Rather than creating numerous "advisory committees" the method of operation will call for presentations to the Agency at its request by persons competent to describe the existing functions or to recommend changes in it. The CDAP Agency will thus conduct its fact finding in part in analogy to a legislative committee with the assistance of a committee counsel, except of course that all presentations to it are voluntary.

5. The Agency will be requested to concentrate its attention on functional interrelationships rather than delving into the internal administration of any unit of government, education or private organizations. As the statutory mandate makes clear, the purpose of the Agency is to maximize the resources within the system and to identify gaps between existing elements, or possibly missing elements, of the system. The CDAP's concern, accordingly, is interstitial; its business is not to oversee the work wholly within the domain of others.

6. Because the regional implications of many of the functions under consideration are increasingly evident, the Agency will not confine its examination of activities to those within the boundaries of Middletown. For example, many of the persons treated by social and health agencies in the City are not residents of Middletown. On the other hand, many residents of Middletown utilize cultural and recreational facilities maintained by the State or other municipalities. A number of functions (recreation, health, culture, transportation, economic development) cannot usefully be examined without serious consideration of the regional context. Accordingly, the CDAP Agency will maintain a close liaison with the Midstate Regional Planning Agency and its staff.

7. The Agency will be asked toward the end of the study period to establish or recommend the establishment of an on-going program of information to residents regarding the services and resources of the City so that the total city system becomes more intelligible to all its citizens.

Various ways in which its fact finding on existing functions can be disseminated in a meaningful way, perhaps through the medium of the newspaper, will be examined.

8. At the conclusion of the study period, the Agency will cause to be prepared a preliminary CDAP report for wide circulation within the community which will do more than detail the facts and recommendations of the Agency.

9. A series of meetings in different sections of the city will enable citizen groups to respond to the recommendations of the preliminary report. These responses, where possible, will be incorporated in a final CDAP report. The purpose of the final report will be not only to "sell" the recommendations to the community, but to sell the community to itself, to enhance the pride of the residents in their immediate environment and their ability to guide its development. Such a report will require careful graphic presentation, with translation into films, film strips or other visual and sound media. Members and staff of the Agency may then present the report to service clubs, schools and other groups to stimulate citizen interest and support.

10. Serious consideration will be given to retaining the CDAP Agency to monitor the acceptance of the CDAP and actions taken in accordance with it.

Department of Community Affairs
Bureau of Program Development and Community Services
Division of CDAP Design and Review

DCA
Form CDAP-3
5/68 Rev.
Page 1 of 3

Community Development Action Plan
Work Program and Budget

(1) Work Element	(2) Sources of Data and Information	(3) Work to be performed by:	(4) Estimated Timetable % estimated to be completed at monthly intervals of:	(5) *Estimated costs		
				(6) Municipal	(7) Contract	(8) Total
1. Elements of municipal plan of development		Staff and Agencies Consultants	6 12 18 22 100	6,780	10,000	16,780
2. Survey and inventory of physical, economic, human resource and administrative needs and problems		Staff and Agencies	100	16,290		16,290
3. Formulation of goals and objectives		Staff and Agencies Consultants	100	3,980	1,000	4,980

*not including rent, supplies, printing, etc., as shown on CDAP-4

(1) Work Element	(2) Sources of Data and Information	(3) Work to be performed by:	(4) Estimated Timetable % estimated to be completed at monthly intervals of:	(5) *Estimated costs		
				(6) Municipal	(7) Contract	(8) Total
4. Analysis and evaluation of ways and means to meet needs and problems		Staff and Agencies Consultants	100	4,150	1,000	5,150
5. Scheduling of priorities for physical, economic, human resource and administrative activities		Staff and Agencies Consultants	100	3,920	3,000	6,920
6. Analysis of sources of financial or technical assistance		Staff and Agencies Consultants	100	5,180	1,000	6,180

*not including rent, supplies, printing, etc., as shown on CDAP-4

(1) Work Element	(2) Sources of Data and Information	(3) Work to be performed by:	(4) Estimated Timetable % estimated to be completed at monthly intervals of:	(5) *Estimated costs		
				(6) Municipal	(7) Contract	(8) Total
7. Five-year projections of physical, economic, human resource and administrative needs		Staff and Agencies Consultants	6 12 18 22 100	1,620	1,000	2,620
8. Coordinated program of community develop- ment action (the Community Development Action Plan)		Staff and Agencies Consultants	100	5,220	3,000	8,220
9. Totals				47,140	20,000	67,140

*not including rent, supplies, printing, etc., as shown on CDAP-4

NARRATIVE STATEMENT IN SUPPORT OF WORK PROGRAM COST
FORM CDAP-3

Local staff and agency salaries are estimated, based upon local salary classifications, and a proposed twenty-four month Community Development Action Plan work program.

The purpose of the following schedule is to estimate the cost of the work program. Column (A) indicates the staff position and the weekly salary rate rounded to the nearest ten dollars shown in the brackets. Column (B) indicates the estimated man weeks to complete each work element--the numbers in this column correspond to the eight work elements listed on Form CDAP-3. Column (C) indicates the CDAP cost per staff position. The CDAP cost per work element is summarized on Form CDAP-3 and can be itemized by adding the estimates cost shown in each work element column.

The positions providing input are those which are expected to work on the program. However, as the program progresses, it may be that other personnel may be able to provide similar expertise and may be called upon either in combination with or as replacements for the positions listed. In any event, the input required will be provided both qualitatively and quantitatively.

Local Staff & Agency Salaries \$47,140

(A)	(B) WORK ELEMENT								(C) CDAP COST
	1	2	3	4	5	6	7	8	
<u>CDAP AGENCY</u>									
Coordinator (290)	2	6	2	1	1	1	1	2	4,640
<u>COMMISSION ON THE CITY PLAN</u>									
Planner I (200)	25	9	1	1	1	1	2	1	8,200
Draftsman (140)	5						1		840
Stenographer (100)	5						1		600
<u>DEPARTMENT OF PUBLIC HEALTH</u>									
Director (380)		5	1	1	1	1		1	3,800
Housing Inspector (180)		1							180
<u>DEPARTMENT OF PUBLIC WORKS</u>									
Director (290)		1	1	1	1	1		1	1,740
Dep. Director (250)		2		1	1	1			1,250
City Engineer (250)		2							500
<u>DEPARTMENT OF RECREATION</u>									
Director (180)		2	1	1	1	1		1	1,260
<u>DEPARTMENT OF FINANCE</u>									
Director (260)						1		1	520
Asst. Director (180)						3			540
<u>BOARD OF EDUCATION</u>									
Supt. of Schools (370)		2	1	1	1	1		1	2,590
<u>TAX ASSESSOR</u>									
City Assessor (230)				1		1		1	690
<u>CITY ATTORNEY</u>									
Asst. City Attorney (230)						1			230
<u>POLICE DEPARTMENT</u>									
Chief (270)		2						1	810
Community Relation Officer (210)		3	1	1	1	1			1,470
Traffic Officer (210)		2		1	1	1			1,050
<u>HOUSING AUTHORITY</u>									
Director (290)		4	1	1	1	1	1	1	2,900
<u>REDEVELOPMENT AGENCY</u>									
Administrator (400)		2	1	1	1	1	1	1	3,200
<u>RUSSELL LIBRARY</u>									
Director (230)		1	1	1	1	1		1	1,380

(A)	(B) WORK ELEMENT								(C) CDAP COST
	1	2	3	4	5	6	7	8	
<u>MIDDLESEX MEMORIAL HOSPITAL</u>									
Administrator (390)		1	1	1	1	1		1	2,340
Dir. of Development (250)		1							250
<u>UNITED FUND</u>									
Director (230)		2	1	1	1	1		1	1,610
<u>MIDSTATE REGIONAL PLANNING AGENCY</u>									
Director (290)		4						1	1,450
<u>C. A. G. M.</u>									
Director (230)		5	1					1	1,610
<u>WESLEYAN UNIVERSITY</u>									
V. P. (400)		2						1	1,200
Planner (290)		1							290

<u>Contract Services</u>	\$20,000
Neighborhood Advisory	4,000
Housing Studies	3,000
Transportation Studies	2,000
Capital Improvements Studies	4,000
Fiscal Studies	2,000
Private Sector Studies	2,000
Interpersonal Communication Studies	3,000

Consultants will be used where needed to assist the local city staff in the preparation of approved work items. Contracts which will explain specific work items to be undertaken will be submitted to the Department of Community Affairs for approval prior to their execution if the Department of Community Affairs so desires.

ESTIMATES OF COSTS - CDAP BUDGET

CDAP-4

Form CDAP-4	110
Narrative Statement in Support of Administrative Costs	111
Rent and Utilities	111
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Supplies	112
Printing and other Services	112
Personnel	112
Other Administrative Cost	113

Program for Preparation
 of the
Community Development Action Plan
 for
The City of Middletown, Connecticut

NARRATIVE STATEMENT IN SUPPORT OF ADMINISTRATIVE COSTS
FORM CDAP-4

1A. Rent & Utilities \$7,800

- (1) The Redevelopment Agency has offered approximately six hundred (600) square feet of office space in their site office at \$275 per month.
24 months x \$275 per month = \$6,600
- (2) The rent will include modest renovation and utilities with exception of telephone cost. This cost is estimated at \$50 per month.
24 months x \$50 per month = \$1,200

1B. Travel \$2,400

- (1) Local staff travel to include inspection field trip, etc. at \$.10 per mile.
estimated 15,000 miles \$1,500
- (2) Trips to National and Local A.I.P., NAHRO, training conferences, services, institutes, and workshop sessions. \$ 500
- (3) Other out of town travel in connection with preparation program. \$ 400

1C. Supplies and Equipment \$4,000

Supplies and equipment are estimated on the following:

- | | |
|--|--------|
| • Executive desk | \$ 150 |
| • Executive chair | 45 |
| • Two stenographic desks @ \$150 ea. | 300 |
| • Two stenographic chairs @ \$45 ea. | 90 |
| • Two electric typewriters @ \$400 ea. | 800 |
| • Dictating Machine | 300 |
| • Transcribing Machine | 300 |
| • Two file cabinets @ \$65 ea. | 130 |
| • Four chairs @ \$40 ea. | 160 |
| • Coat rack | 40 |
| • Book case | 45 |
| • Office supplies @ \$40 per month | 880 |

◦ Postage @ \$15 per month	330
◦ Miscellaneous subscriptions	150
◦ Other non-expendable equipment, such as slide projector, cameras, screen, etc.	280

1D. Printing, Photograph & other services \$6,000

For the preparation and publication of interim and final reports, exhibits and graphic material and program documentation in sufficient quantities to meet the initial cost of the program, also preparation and production of films and slides for use before governmental, civic, and neighborhood groups 6,000

1E. Personnel \$49,400

- (1) City Employee Benefits--This includes contributions to City Health Plan, Pension Fund, Workmen's Compensation--approximately 15%--for staff which is paid from General Fund (Item 2(1) through 2(11) CDAP cost listed below)
 $\$30,910 \times 15\% =$ 4,600

- (2) Student research assistants from Wesleyan University, Community College, High Schools and/or TOPS group for aid on field surveys, etc., at \$2.00 per hour
 $\$2.00 \text{ per hour} \times 1,000 \text{ hours} =$ 2,000

- (3) CDAP Agency Staff

	<u>Annual Rate</u>
Asst. Coordinator	\$11,000
Stenographer	5,200
Part-time Stenographer	2,600
	<u>\$18,800</u>

 $\$18,800 \text{ per year} \times 2 \text{ years} =$ 37,600

- (4) Advisory Committee

	<u>Annual Rate</u>
Part-time Stenographer	\$2,600

 $\$2,600 \text{ per year} \times 2 \text{ years} =$ 5,200
It is anticipated that this part-time stenographer and the one listed above under CDAP Agency Staff will be, in fact, one person working 50% of the time for CDAP and 50% of the time for the Advisory Committee.

1F. Other Administrative Costs

\$1,300

Speaker fees and travel, hall rental, food, advertising, etc., in connection with two Community Development Forums to be sponsored by the CDAP Agency, with prominent visiting speakers. These forums will bring together segments of the community not normally attending existing social service functions.

\$1,300

FINANCING PLAN IN SUPPORT OF CDAP BUDGET

CDAP-5

Form CDAP-5 115

Program for Preparation
of the
Community Development Action Plan
for
The City of Middletown, Connecticut

Line No.	Item	For period _____ to _____ 24 months		
		(X) Initial estimate () latest accepted estimate (a)	Revised estimate (b)	Estimate accepted by DCA (c)
1.	Computation of State Financial Assistance Requested			
	A. Total Cost eligible for State financial participation (from CDAP-4, Line 3)	138,000		
	B. Applicant's share (1/4 of Line 1. A. above)	34,500		
	C. State financial assistance requested (3/4 of Line 1. A. above)	103,500		
2.	Sources of Applicant's financing			
	A. Proceeds from bonds or notes			
	B. Appropriated funds			
	C. Private donations or gifts			
	D. Donations of services, equipment and space	34,500		
	E. TOTAL (must equal amount in Line 1. B.)	34,500		

Approval of the CDAP Financing Plan in the amounts shown in columns (a) or (b) and for the time period herein indicated is hereby requested.

(designated CDAP official or agency)

Date

Signature and title of authorized officer

Department of Community Affairs Approval

The CDAP Financing Plan is hereby approved in the amounts shown in column (c) and for the time period indicated herein.

Date

Commissioner of Community Affairs

LEGAL DATA

CDAP-6

Program for Preparation
of the
Community Development Action Plan
for
The City of Middletown, Connecticut